Public Document Pack

County Offices
Newland
Lincoln
LN1 1YL

16 November 2016

Overview and Scrutiny Management Committee

A meeting of the Overview and Scrutiny Management Committee will be held on **Thursday, 24 November 2016 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

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, A J Jesson, C E D Mair, 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: Mrs P J Barnett and Dr E van der Zee

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE AGENDA
THURSDAY, 24 NOVEMBER 2016

Item	Title	Pages
1	**Apologies for Absence/Replacement Members**	~
2	**Declaration of Members' Interests**	~
3	**Minutes of the meeting held on 27 October 2016**	5 - 12
4	**Chairman's Announcements**	~
5	**Consideration of Call-Ins** *(To consider any Call-Ins, should any be received)*	~
6	**Proposal for Scrutiny Reviews** *(To consider any proposals for Scrutiny Reviews, should any be received)*	~
7	**Consideration of Councillor Calls for Action** *(To consider any Councillor Calls for Action, should any be received)*	~
8	**Financial Standing of the County Council in Advance of the 2017/18 Budget Cycle** *(To receive a report by David Forbes (County Finance Officer), which provides an estimate of the budget shortfall being faced by the County Council over the next three financial years in the wake of the acceptance of the four year funding deal from Government)*	13 - 18
9	**Review of Financial Risk Assessment** *(To receive a report by David Forbes (County Finance Officer), which considers the outcomes from the financial risk assessment for 2015/16 and updates the risk assessment to help determine an appropriate target level for the Council's general reserves for 2017/18)*	19 - 30
10	**Proposed New Scrutiny Arrangements** *(To receive a report from the Chairman of the Review of Scrutiny Working Group, which sets out the findings of the Review of Scrutiny Working Group and proposes new scrutiny arrangements to be implemented in the period before and after the election of the new Council in May 2017)*	31 - 68
11	**Council Business Plan 2016 - 2017 Performance Report, Quarter Two** *(To receive a report by Jasmine Sodhi (Performance and Equalities Manager), which presents Quarter 2 performance against the Council Business Plan)*	69 - 80

12 **Overview and Scrutiny Work Programme** 81 - 102

(To receive a report by Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), which enables the Committee to consider both its own work programme and the scrutiny committee work programmes for 2016/17)

Democratic Services Officer Contact Details

Name: **Cheryl Hall**

Direct Dial **01522 552113**

E Mail Address cheryl.hall@lincolnshire.gov.uk

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

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

Contact details set out above.

All papers for council meetings are available on:
www.lincolnshire.gov.uk/committeerecords

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
27 OCTOBER 2016

PRESENT: COUNCILLOR P J O'CONNOR (CHAIRMAN)

Councillors Mrs A M Newton (Vice-Chairman), C J T H Brewis, A Bridges, Mrs J Brockway, R L Foulkes, A G Hagues, A J Jesson, C E D Mair, Mrs M J Overton MBE, R B Parker, C L Strange and R Wootten.

Added Members

Church Representatives: Mr S C Rudman.

Officers in attendance:-

Debbie Barnes (Executive Director, Children's Services), Miriam Binsztok (Senior Commissioning Officer), Steve Brookes (Lincolnshire Broadband Programme Manager), Jonas Gibson (Commissioning and Development Manager), Cheryl Hall (Democratic Services Officer), Tracy Johnson (Senior Scrutiny Officer), Angela Lawton (Strategic Finance Manager - Children's Services), Daniel Steel (Scrutiny Officer), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and Richard Wills (Executive Director, Environment and Economy).

46 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors M Brookes, P M Dilks, C E H Marfleet, Mrs C A Talbot and Added Members Mrs P J Barnett, Mr P Thompson and Dr E van der Zee.

47 DECLARATION OF MEMBERS' INTERESTS

No interests were declared.

48 MINUTES OF THE MEETING HELD ON 29 SEPTEMBER 2016

RESOLVED

That the minutes of the meeting held on 29 September 2016 be approved and signed by the Chairman as a correct record.

49 CHAIRMAN'S ANNOUNCEMENTS

The Chairman advised that he had attended the last meeting of the Executive on 4 October 2016. The Executive had considered two reports which had been subjected to pre-decision scrutiny including the Future of the Heritage Service; and

the Revenue and Capital Budget Monitoring Report 2016/17. The Chairman had presented the comments of the relevant scrutiny committees.

The Chairman provided Members with an update on Devolution. It was noted that out of the ten authorities, eight had voted in favour and two against. The Leader was due to make his final decision before the end of November 2016.

50 CONSIDERATION OF CALL-INS

No Call-Ins had been received.

51 PROPOSAL FOR SCRUTINY REVIEWS

No proposals for Scrutiny Reviews had been received.

52 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

No Councillor Calls for Action had been received.

53 BROADBAND UPDATE

The Committee received a presentation from Steve Brookes (Lincolnshire Broadband Programme Manager), which provided a status update on the broadband programme since the last update received on 26 November 2015.

The presentation outlined the current status of the Lincolnshire Broadband Programme. It detailed the number of premises enabled, the number of structures completed, the levels of coverage achieved and the latest financial position. The presentation also outlined the current status of the Phase 2 contract, which aimed to take Superfast broadband coverage to 95% of all UK premises by the end of 2017. The objectives for Phase 3 were currently being developed.

During the presentation, the following points were noted:

- 150,775 homes as of 31 March 2016 had been provided with fibre broadband, against a target of 148,334 as part of Phase 1 of the contract;
- Anticipated Superfast coverage in the Intervention Area was quoted at 76.1% by BT in their original Invitation to Tender response. When added to existing commercial coverage, BT had expected to hit 90% Superfast coverage across the County. The project was currently running at 82% Superfast coverage in the Intervention Area, therefore 5.9% above the target of 76.1%;
- Latest analysis from BDUK had shown a per premises cost of £142 against a projected £242, and a Superfast per premises cost of £178 against a projected £293;
- The total underspend on Phase 1 was circa £12 million;
- The possibility of utilising wireless broadband was discussed and in particular, it was queried whether church spires could be used to affix wireless masts;

- As part of Phase 2 of the contract BT would deliver an additional 4,801 Superfast premises by the end of 2017. As of 31 March 2016, BT had completed 3,582 premises and therefore was currently on target;
- The programme of work for Phase 3 was currently being drawn up. Phase 3 would be funded by a combination of underspending and clawback agreements from contracts 1 and 2;
- A Member suggested that some of the underspending was used to hold a seminar on internet security;
- Any new development with 30 or more dwellings would have BT fibre broadband installed. Planning authorities had been made aware of this ruling;
- It was noted that the district of Lincoln was the fifth fastest district in the Country for broadband speeds;
- The longer the length of copper wire, the slower the broadband would be. Therefore, the closer a premises was to a cabinet, the faster the broadband. It was also noted that the cost of laying down fibre infrastructure in rural areas did not make providing superfast broadband to rural areas cost effective, compared to larger cities such as London and Manchester;
- Further to the above, a Member raised concerns regarding the maximum Superfast broadband speeds in Lincolnshire and it was felt that this issue should be highlighted to the Executive and Management Board;

NOTE: At this stage in proceedings, the meeting was adjourned from 11.00am to 11.15am.

- A Member commented that the residents of Lincolnshire should be able to benefit from 4G mobile data speeds. Further to this, Members were advised that the infrastructure to deliver 4G was not widely available across Lincolnshire and would not be covered as part of this project;
- The OnLincolnshire website (www.onlincolnshire.org) provided further detail on the project. The website also provided information on 'other solutions' such as satellite broadband, for those premises which were not included as part of Phase 2;
- Broadband speed tests could be undertaken through the website and if the results were consistently low, it was suggested they should be emailed through to the Project team for consideration.

The Committee thanked the Lincolnshire Broadband Programme Manager for his detailed update.

RESOLVED

(1) That the presentation be noted.

(2) That a further update be provided at a future meeting.

54 DEVELOPING A MODEL FOR THE CHARGING OF LINCOLNSHIRE COUNTY COUNCIL SERVICES TO SCHOOLS

Consideration was given to a report which provided an update on the development of a common approach (EduLincs) to the recovery of costs where schools, academies and other education organisations in Lincolnshire could access services delivered by Lincolnshire County Council since its last update on 30 June 2016.

Members were reminded that a toolkit had been devised to help services calculate the cost of providing their services. The toolkit ensured a consistent approach across the Council that aimed to recover the full cost of services. The toolkit had included direct staffing costs plus an element of overhead costs such as accommodation, insurances, information, management, HR and payroll and financial services. Members were advised that costs could be calculated on a daily, half-daily or hourly basis. Appendix A of the report provided information on individual service charges and service uptake.

It was noted that the 'EduLincs' webpage and brochure were now available for schools, academies and other educational organisations, and the online ordering system was now being used. A copy of the brochure was circulated at the meeting.

Individual members of the Committee also raised the following additional comments.

- It was important that the information available on services to schools be of high quality, particularly as other local authorities and providers issued brochures of the services offered;
- It was also important to prioritise the proposed e-commerce arrangements, so that schools could easily opt into the services;
- In the case of very small schools or other appropriate instances, the model could include the waiver of charges in specially defined circumstances;
- It was quite likely that some of the services offered, which were non-essential, would not be bought by schools, and there was a risk that these services could as a result be discontinued. This would be reviewed on an annual basis to ensure the services being offered were cost effective and in use;
- The purpose of the programme was to recover the costs of services from schools. It was not possible for the Council to make a surplus on any charges to schools. The provision of services on a commercial basis could only be achieved by the creation of a commercial entity and there was no intention to create one as part of this programme;
- Schools receive pupil premium funding directly from Government through a grant;
- Suggestions were made that it should be made clear on the website which services were free to schools; a weblink to the ESPO website should be available on 'EduLincs'; the Road Safety Partnership's 'Too Fast, Too Soon' performance should be promoted through the website.

The officers present were thanked for their detailed update.

RESOLVED

That the report and comments be noted.

55 VERBAL UPDATE ON REVIEW OF SCRUTINY WORKING GROUP

The Committee received a verbal update on the Review of Scrutiny Working Group from Nigel West (Head of Democratic Services and Statutory Scrutiny Officer).

The scrutiny structure had been the main topic at recent meetings and the Working Group would be considering options based on the 5+1 model recommended by Dr Stuart Young, East Midlands Council, in his report to Council in December 2015. The next meeting of the Working Group was scheduled for the afternoon of 27 October 2016, where further consideration would be given to how scrutiny review activity would be undertaken within the proposed new structure.

The next step for the Working Group was to take a report to Overview and Scrutiny Management Committee on 24 November 2016. The Committee would then make recommendations to Full Council on 16 December, with a view to a new structure being in place after the 2017 county council elections.

RESOLVED

That the verbal update be noted.

56 BREXIT WORKING GROUP

Consideration was given to a report by Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), which informed the Committee of a request from Group Leaders for a working group to be set up to consider the effects of the Brexit Vote on Lincolnshire.

Councillors Mrs M J Overton MBE, R B Parker, Mrs A M Newton, A J Jesson, A Bridges, R L Foulkes and Added Member: Mr Rudman all volunteered to sit on the working group.

RESOLVED

That a cross-party working group be established to consider the effects of the Brexit Vote on Lincolnshire comprising Councillors Mrs M J Overton MBE, R B Parker, Mrs A M Newton, A J Jesson, A Bridges, R L Foulkes and Added Member: Mr Rudman.

57 OVERVIEW AND SCRUTINY WORK PROGRAMME

Consideration was given to a report which enabled the Committee to consider its own work programme and the work programmes from the scrutiny committees for 2016/17.

Overview and Scrutiny Management Committee

Further to Minute 53 – 'Broadband Update', a further update would be added to the work programme for consideration at a future meeting.

It was suggested that the Committee had sight of the Council's proposed Councillor Induction Programme at either the meeting in February or March 2017, prior to the Council's Elections in May 2017.

It was noted that each scrutiny committee would hold an informal budget workshop in November 2016, as part of the budget planning process.

Adults Scrutiny Committee

There were no changes to the published work programme.

Children and Young People Scrutiny Committee

At the last meeting of the Committee on 21 October 2016, Members had received the Council's draft response to the new Government consultation *Schools that work for everyone,* which would close on 12 December 2016. The final response would be presented to the Committee at its meeting on 25 November 2016, for its endorsement.

At the meeting scheduled for 20 January 2017, the Committee would receive two additional reports: an update on the *School Improvement Sector Led Model* and an update on the *Joint Targeted Area Inspection on Domestic Abuse.*

Community and Public Safety Scrutiny Committee

There were no changes to the published work programme.

It was noted that a 'Meet and Greet' Session with the new supplier of the Community Substance Misuse Treatment Service was to be arranged to follow on from the meeting of the Committee on 25 January 2017.

To be included on the work programme for 2017 was an update on *Lincolnshire Policing* from the Police and Crime Commissioner for Lincolnshire and the Chief Constable of Lincolnshire Police; and an *update on HMP Lincoln* from the newly appoint Governor of HMP Lincoln.

Economic Scrutiny Committee

The item on the *Impact of Transformation on Maximising Economic Growth (ITMEG)* scheduled for 29 November 2016 had been removed.

It was noted that the last update on this topic was received at the Committee's meeting in July 2016, where it was reported that progress had been made against all the key recommendations and therefore there was no longer a need to continue

monitoring the recommendations. However, the Committee would instead receive reports on the individual issues as and when required.

It was queried whether the Committee would be considering the impact of the County Council's vote against the Devolution proposals, in particular those aspects of the bid which covered economic development and transport. Further to this, the Committee was reminded that the decision had not yet been taken as this was within the remit of the Leader of the Council. The decision by the Leader would be taken before the end of November 2016, and until that time the Committee would not be a position to give consideration to this issue.

Environmental Scrutiny Committee / Flood and Drainage Management Committee

There were no changes to the published work programme.

It was highlighted that there was a desire for Natural England to attend a future meeting of the Committee. Further to this, a Member raised concerns regarding the potential detrimental effects of Neighbourhood Plans on the natural environment. It was confirmed that this would be raised with Natural England.

Health Scrutiny Committee for Lincolnshire

The item on *Pharmacy Services at United Lincolnshire Hospitals NHS Trust (ULHT)* scheduled for 23 November 2016 had been deferred to the meeting on 28 January 2017.

Further to the above, the Vice-Chairman advised that on 20 October 2016, the Government had announced that there would still be an overall funding reduction of £113 million or 4% in the current financial year 2016/17, which would be followed by a further reduction of 3.4% in 2017/18. The Committee would be considering an item on this issue at a further meeting.

With regards to the *Update from ULHT on Emergency Services,* it was noted that the update would include the latest position in relation to the temporary overnight closure of Grantham Hospital Accident and Emergency department.

It was noted that in addition to the Members listed on page 54 of the agenda pack, the membership of The Working Group on Full Business Case for the Merger of Peterborough and Stamford Hospitals NHS Foundation Trust also included Councillor D Brailsford.

The Committee was advised that a working group had been established to respond to the Medicines Management Consultation. The Working Group comprised of Councillors R Kirk, Mrs J Renshaw, J Kirk (City of Lincoln Council), Mrs R Kaberry-Brown (South Kesteven District Council) and C J T H Brewis (South Holland District Council). A meeting of the working group would be held the week commencing 7 November 2016.

Highways and Transport Scrutiny Committee

There was one change to the work programme. The pre-decision scrutiny item on the *Grantham Southern Relief Road Phase 2* scheduled for the meeting on 28 November 2016 had been delayed and would be considered at a future meeting. The delay was owing to officers not having received the expected information from Highways England.

It was also noted that a pre-decision scrutiny item on the *Boston Transport Strategy* had been added to the work programme for 23 January 2017. The decision was scheduled to be taken between 24 – 31 January 2017.

Value for Money Scrutiny Committee

There was one change to the published work programme. The *Voice of the Customer Feedback Report* would no longer be presented to the Committee, as this report had been discontinued. The information included within the report would now form part of the quarterly performance reports.

RESOLVED

(1) That the content of the Overview and Scrutiny Management Committee Work programme, as set out in Appendix A of the report, be noted.

(2) That the work programmes from overview and scrutiny committees, as set out at Appendix B of the report, be approved.

(3) That the Working Group activity, set out at Appendix C of the report, be noted.

(4) That the work programmes, in light of the Executive Forward Plan, as set out in Appendix D of the report, be noted.

The meeting closed at 12.45 pm.

Lincolnshire COUNTY COUNCIL
Working for a better future

Policy and Scrutiny

Open Report on behalf of Pete Moore, Executive Director of Finance and Public Protection	
Report to:	**Overview and Scrutiny Management Committee**
Date:	**24 November 2016**
Subject:	**Financial Standing of the County Council in Advance of the 2017/18 Budget Cycle**

Summary:

This report provides an estimate of the budget shortfall being faced by the County Council over the next three financial years in the wake of the acceptance of the four year funding deal from Government. In so doing it provides the foundations for the forthcoming budget cycle and has recently been provided to all councillors in preparation for the Scrutiny Committe budget workshops that are now underway.

Actions Required:

The Overview and Scrutiny Management Committee is asked to consider the report and agree any comments to be passed onto the Executive Councillor responsible for Finance for consideration when making the budget proposals for next year.

1. Background

1. A series of confidential budget workshops for each Scrutiny Committee will be held over the months of November and December 2016. At the specific request of the Scrutiny Chairmen a short briefing note on the overall budget position of the Council going forward into this budget cycle was requested instead of a presentation on the subject at the beginning of each session. This report sets out the contents of this briefing note to councillors for discussion at the Overview and Scrutiny Management Committee.

2. The County Council at its meeting on 16th September 2016 agreed to accept the 4 Year Funding Deal offered by Government for financial years 2016/17 to 2019/20. This establishes the funding contribution from Government for these four years. This is summarised in the table below. Not taking the deal risked the real possibility of an even poorer funding position going forward. The vast majority of local authorities have accepted the deal.

Funding Summary	2016/17	2017/18	2018/19	2019/20
	£'m	£'m	£'m	£'m
Revenue Support Grant	70.351	48.292	33.964	20.139
Transitional Grant	0.011	0.009	0.000	0.000
Rural Service Delivery Grant	6.892	5.565	4.281	5.565
Top Up Grant	82.426	84.047	86.526	89.292
TOTAL	**159.680**	**137.913**	**124.771**	**114.996**

3. Despite the 4 Year Deal being in place it is presently felt as sensible to only set a one year budget as part of the coming budget cycle. It is not felt appropriate to bind the new post-May 2017 Council into a series of long term savings proposals set now when circumstances may change materially over the medium term. These circumstances are in part illustrated by the assumptions described later in this report which are the basis of the projections for the future funding shortfall of the Council.

4. The analysis presented later in this report provides an estimate of the budget shortfall the Council faces for the next three financial years. To derive such an estimate requires the making of a whole series of assumptions.

5. It is not legal to set an unbalanced budget so the shortfall must be found. The budget shortfall can be bridged by a combination of spending reductions, the use of reserves and the generation of additional income. The use of reserves can only be a temporary measure as they are a finite resource. More information on reserves is given later in this report.

THE SHORTFALL

6. The projected budget shortfall for the next three years is outlined in the table below together with the estimate of unavoidable cost pressures which, along with the funding reductions described in the table above, have fed into the derivation of the shortfall. To give these figures some context the current year net revenue budget is £445m.

	2017/18	2018/19	2019/20
Unavoidable Cost Pressures included in the shortfall below	£14.9m	£13.5m	£6.4m
Budget Shortfall	£57.4m	£74.1m	£75.5m

7. For clarity what this is saying is that there is a £57.4m shortfall at present in next year's budget which, if not addressed, rises by a further £16.7m to £74.1m in the year after and, again if not addressed, by another £1.4m to £75.5m in 2019/20. Again, for clarity, base budget savings approved for next year will also reduce the budget shortfall in the two subsequent years.

8. The main budget pressures comprise the following (figures relate to next year):
    - Adult Care demography and minimum wage increase £8.5m
    - Increase in the number of Looked After Children £1.8m
    - Waste Disposal (volume and price impact) £1.0m
    - Microsoft licences £1.4m
    - County Elections (one year only) £1.1m

9. As mentioned the estimates of the shortfall have been made by making a large number of assumptions. The key ones are explained below:

    - The four year funding deal as recently approved by full Council is delivered by the DCLG in line with that offered in the 2016/17 final local government grant settlement.

    - Already approved savings approved in previous years and already identified cost pressures materialise as presently predicted.

    - Council tax will increase by 3.95% pa for each of the 3 years covered by this projection. This implicitly assumes a referendum threshold of at least 2% for the non-adult care precept.

    - The tax base will grow by at least 0.75% pa every year for the next three thereby generating additional council tax revenue (a 1% increase in the tax base equates to £2.5m pa additional income). Whilst modest by comparison to recent growth of over 2% pa, the latter is more driven by the reducing demand for council tax support benefit than by new homes coming on stream. National changes to the welfare regime in tandem with above inflation increases in council tax risk increasing demand for council tax support thereby reducing future growth in the tax base.

    - The impending introduction of a national funding formula for schools implies it will no longer be possible to charge the Dedicated Schools Grant a £3.9m pa contribution towards the capital programme to reflect historic borrowing related to schools capital expenditure.

    - The Better Care Fund (BCF) as presently constituted will provide £15.9m pa every year of the three year period in direct contributions from Health.

    - The new improved BCF as announced in autumn 2015, and directly payable to the Council, will be fully available to the Council with any underlying conditions satisfied.

- Pay inflation is limited to 1% pa each year and there is no provision for price inflation other than use of the revenue contingency budget.

- A technical change is made to the way in which the minimum revenue provision (MRP - part of capital financing charges) is calculated freeing £2m pa in revenue budget. Further scope for reducing the revenue costs in this area is underway and will be concluded shortly.

- The new 3 year concession to use capital receipts to fund revenue costs of transformation change activity funds annual redundancy costs of £2m to £4m pa thereby freeing up the revenue budget allocation in those years. It is already assumed £8m of revenue (£2m to £4m relating to redundancy costs) can be substituted by capital receipts. Capital receipt generation over the 3 years in question could be as high as £40m leading to the potential for further substitution of revenue spend with capital receipts over the short term.

- The general reserve remains at 3.5% - the upper end of our self-prescribed range.

10. Should any of the above assumptions be incorrect then this will impact on the budget shortfall. Indeed this aspect is one key reason for only setting a one year budget now but to continue to plan for the medium term outlook.

11. The proposed budget strategy for next year is to use a combination of budget reductions and reserves to bridge the £57m shortfall. In that regard it may be helpful to set out the position regarding the revenue reserves of the authority and, more specifically, the reserves that are available to assist in balancing the budget in the short term.

RESERVES

12. The 31st March 2016 financial statements of the Council show that it has a General Reserve balance of £15.6m and Earmarked Reserves of £150.2m. The former represents only 3.5% of the annual budget requirement and is funding of the last resort and cannot prudently be committed to supporting the annual budget. The level of this reserve needs to be maintained between 2.5% and 3.5% of the annual budget requirement as dictated by our County Council approved Financial Strategy. Earmarked Reserves can be categorised as follows:

    - Money held by the County Council on behalf of schools but not within our control in terms of spending it - £26.6m.

    - Grants and contributions from Government and other bodies for specific purposes which, if not used for that purpose, have to be returned. These total £49.3m with major components being the BCF and related adult care funding (£27.8m); Growing Points (£4.5m); Schools (£7.6m); Public Health (£2.7m) and Children's Services (£6.3m). Historically these sums

would have been treated as creditors and not reserves but recent updates to accounting standards have required their reclassification as reserves.

- That leaves £74.3m in earmarked reserves directly within the control of the Council. Of this sum £43.8m is in the Financial Volatility Reserve with £20.2m of this committed to balancing the current year's budget. The balance of £23.6m is available to assist in future years in terms of supplementing the budget. This leaves £30.5m which can be summarised as follows:

  - Temporary reserves to facilitate the carry forward of Directorate 1% underspends from 2015/16 - £4.3m.

  - Health & Wellbeing reserve in which Health have a say in its use - £1.2m.

  - Insurance reserve held against known or expected claims given the high level of self-insurance undertaken - £6.4m.

  - Adverse weather reserve (gritting/other highway damage) - £1m.

  - Shared Services reserve (legal and procurement) with a portion of this owned by participating Districts - £2.1m.

  - Around 30 small service specific reserves - £15.5m.

13. The necessity for, and sufficiency of, all Council controlled reserves is being critically reviewed as part of this budget cycle. It is anticipated that it will be possible to release around £5m of currently earmarked reserves for general use.

CAPITAL

14. In terms of the capital programme there is provision for all currently approved schemes and annually reducing block allocations for items where there is an ongoing need (eg. building repair & maintenance, IT refresh, fire vehicles & equipment). In addition, an annual contingency of £7.5m has been established to be bid against for any new schemes. Existing capital reserves are being critically reviewed to establish whether they can be applied to fund existing or new schemes instead of borrowing. Capital receipts will not be used to fund the capital programme during the next three years whilst the concession is available to use such funds for certain types of revenue spending.

15. The funding of the capital programme is being reviewed with particular attention being paid to the Minimum Revenue Provision (MRP) which relates to the setting aside of revenue budget to repay long term borrowing when it matures. Clear scope exists to change the basis of provision to save

revenue budget in the short term, albeit at a potentially greater long term cost. The outcome of this review will be fed into the budget cycle.

TIMETABLE

16. The 2017/18 budget timetable going forward is as follows:

- November/ December 2016 – Scrutiny Committee workshops in closed session
- 23rd November 2016 – Autumn Statement
- Late November/early December 2016 – Provisional Local Government Grant Settlement
- 20th December 2016 – Executive agrees budget proposals as a basis for consultation
- January 2017 – Scrutiny Committees consider budget proposals in open session
- Mid-January 2017 – Formal consultation meeting with business, trade unions and public sector partners.
- Early February 2017 – Final Local Government Grant Settlement
- 7th February 2017 – Executive to consider consultation feedback and agree final budget proposals.
- 24th February 2017 - County Council considers budget proposals from the Executive.

2. Conclusion

The County Council faces a significant budget shortfall over the next three financial years and will need to address this situation by using a combination of budget reductions, income generation and the prudent application of available reserves.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Background Papers

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

This report was written by David C Forbes, who can be contacted on 01522 553642 or David.Forbes@lincolnshire.gov.uk.

Lincolnshire COUNTY COUNCIL
Working for a better future

Policy and Scrutiny

Open Report on behalf of Pete Moore, Executive Director of Finance and Public Protection	
Report to:	**Overview and Scrutiny Management Committee**
Date:	**24 November 2016**
Subject:	**Review of Financial Risk Assessment**

Summary:

The Council last reviewed its financial risks in January 2016. This report updates that review. It considers the outcomes from the financial risk assessment for 2015/16 and updates the risk assessment to help determine an appropriate target level for the Council's general reserves for 2017/18.

Actions Required:

The Committee is asked to consider the risk assessment and any implications for the Council's general reserves and pass comments onto the Executive Councillor responsible for Finance.

1. Background

1.1 The Council's Financial Risk Register is appended to this report (**Appendix A**). It itemises each of the risks which could have a direct financial consequence for the Council. It also quantifies these risks in terms of potential financial cost to the Council. The intention is to help the understanding of the potential issues and their scale. Members will appreciate that there remains a substantial element of judgement in assessing these risks.

1.2 The net total of the risks is some £12.265m. This can be interpreted as the total cost to the Council if all the items listed occurred in 2017/18. Ideally the Council should maintain its general reserve at a sum at least equivalent to the net total risk (i.e. £12.265m).

1.3 The net total of identified risks is significantly reduced from the previous assessment in January 2016 (net total risks were £30.025m). This is due to a lower savings target for 2017/18 than was seen for 2016/17; therefore the risk of not delivering these savings is reduced. The Council's provisions against financial risk have also strengthened from 2016/17. The most significant change here is the estimated balance available in the Financial Volatility Reserve. This balance is increased by the Council's change in policy to repayment of long term debt which has released additional revenues balances

(£9.184m) in 2016/17 and a review of other amounts held in reserve which will release £6.110m into the Financial Volatility Reserve.

1.4 The requirement of the Council's Financial Strategy in relation to general reserves is based on its financial risk assessment. The current requirement is that the Council will maintain its general reserves within a range of 2.5% to 3.5% of its annual budget requirement. For information, the Council's general reserves at 31 March 2016 stood at £15.600m equivalent to 3.5% of its budget requirement at this date.

1.5 Maintaining the current 2.5% to 3.5% policy would require general reserves to be within the range of £11.000m to £15.400m for 2017/18.

1.6 This exercise implies a need for a general reserve of £12.265m from the updated assessment and is equivalent to 2.78% of the budget requirement. This is within the current range of the Council's financial strategy. It is therefore proposed that the general reserve balance should be maintained at the top end of the existing financial strategy range (e.g. at 3.5% of the budget requirement or £15.400m). Close monitoring of the risks during the financial year will be undertaken and remedial action taken if risks begin to materialise.

1.7 For additional information **Appendix B** to this paper sets out the financial risk register for 2015/16 and comments on the actual outcomes for each of the risks in last year's financial risk assessment.

2. Conclusion

The Committee is asked to consider the updated Financial Risk Register and other relevant factors with a view to making recommendations on the target level of general reserves to the Executive Councillor with responsibility for finance.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Financial Risk Register for 2017/18
Appendix B	Financial Risk Register for 2015/16 Outcomes

5. Background Papers

The following background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
The Council's Financial Strategy - 19 February 2016	http://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=120&MId=4432&Ver=4

This report was written by David Forbes, who can be contacted on 01522 553642 or david.forbes@lincolnshire.gov.uk .

This page is intentionally left blank

APPENDIX A - Financial Risk Register 2017/18

Ref. No.	Risk		Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m
					Impact - Annual Cost £m	Likelihood	
Inflation							
1	Pay	Pay awards are 1.0% higher than assumed in the budget.	leading to increased costs	There is a 1.0% provision in 2017/18 budgets for pay awards.	1.5	1	0.150
2	Price Increases	Inflation for general price increases is 1.0% more than allowed in budget.	leading to increased costs	There is a 0.0% provision in 2017/18 budgets for price increases.	3.9	3	2.925
3	Income	Increase is 1.0% less than provided for in budget.	leading to reduced income	There is a 0.0% provision in 2017/18 for income increases.	1.2	2	0.420
4	Interest rates	Longer term interest rates are 1.0% higher than assumed in the budget.	leading to increased costs on long term borrowing	The budget assumes longer term rates at 4.0% for 2017/18	1.2	1	0.120
Other Budget Assumptions							
5	Demand-led Services	Demand for social care, waste disposal, home to school transport, property repairs and maintenance, highways winter maintenance, fire and rescue, coroners increase in total cost terms by (say) £10m more than budget.	leading to increased costs	Budget prepared on latest projections but, for example, a bad winter could lead to significant additional winter road maintenance or social care.	10.0	2	3.500
6	Estimated savings	Target savings not achieved fully in 2017/18.	leading to increased costs	Achieving fully the high level of savings required within the year will be very challenging. The Council's 2017/18 budget includes an estimated savings target of £33.5m. Monthly budget monitoring arrangements should highlight any potential budget pressures to allow corrective actions to be taken.	33.5	2	11.720
7	Income budgets	Income from charges is 10% less than estimated.	leading to reduced income	Budgets are set on past experience and future expectations.	6.2	2	2.170

Ref. No.	Risk		Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m
					Impact - Annual Cost £m	Likelihood	
8	Costs of change	A provision has been made within the Council's budget for redundancy costs. Other costs transformation are included within service budgets. Provision for redundancy costs and service transformation is insufficient by say £2m.	leading to increased costs	The current budget savings required for the 2017/18 budget may lead to costs associated with redundancies and service transformation. If costs are in excess of the current budget the additional costs could be funded from the Council's Contingency Budget, Financial Volatility Reserve or from the use of Capital Receipts, which from 2016/17 can be used to fund the cost of service transformation.	2.0	3	1.500
9	Capital Programme	The programme exceeds by (say) £5m the funding available, leading to use of additional revenue funding.	leading to increased costs	It is normal for the Capital Programme to be underspent, not overspent. An overspend would be funded by taking additional borrowing.	5.0	1	0.500
Financial Management Arrangements							
10	Current financial management arrangements	Overspend of 2% in Budget Requirement.	leading to increased costs	There are clear, written financial management procedures, regular staff training, good financial systems including monitoring information, and regular reporting to budget-holders, directorate management teams and the Executive. There have not been substantial overspendings in recent years other than on demand led services, however, as savings targets increase overspending may be more likely to occur.	8.0	2	2.800
11	Schools Expenditure	Overspend of 1% in Schools budget expenditure.	leading to increased costs	Schools expenditure covered by Dedicated Schools Grant. The County Council could be required to provide financial support if there were a major problem.	4.7	1	0.470
Potential Losses							
12	General Claims against the Council	Claims total £5m more than provided for in budget.	leading to increased costs	Extent of loss is limited by insurance arrangements. There is also an Insurance Reserve, the balance of this stood at £6.395m at 31 March 2016.	5.0	2	1.750
13	Bad Debts	Write-off of debts of 1%	leading to reduced income	The Council has an excellent record of income collection with a very low level of debt write-offs.	1.1	1	0.110

Ref. No.	Risk		Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m
					Impact - Annual Cost £m	Likelihood	
14	Treasury management	Default on loans from the Council	Reduction in the Council's cash balances	Authorised lending list restricted to lowest risk institutions with individual limits. The Council's lending policy is low risk.	25.0	1	2.500
15	Major emergencies or disasters	Such an event with a cost of (say) £5m	leading to increased costs	The government provides financial support under the Bellwin scheme for major emergencies or disasters. However, there is no automatic entitlement to financial assistance and where it is given it will not normally cover all the costs incurred.	5.0	1	0.500
							31.135
Provisions Against Financial Risk							
P1	Contingency Provision	The contingency provision may offset some of the increased costs noted above e.g. price increases above that allowed in budgets.		Budgets include a contingency provision of £3.0m p.a.	-3.0	4	-3.000
P2	Financial Volatility Reserve	At the end of 2011/12 the Council established a financial volatility reserve to help the Council deal with the future uncertainties around local government funding.		At the end of 2016/17 it is estimated that the balance in the reserve will stand at £45.600m it is currently budgeted that the Council will use £30.600m from the reserve to balance the 2017/18 budget. This will leave £15.000m in the reserve.	-15.0	4	-15.000
P3	Revenue Funding of Capital	Borrowing in place of revenue funding would allow approximately £0.6m, net of debt charges, to be made available for revenue spending.		This would require the Council to alter its policy on capital funding.	-0.6	3	-0.450
P4	Business Rates Pooling	The Council will continue to pool business rates with six of the Lincolnshire District Council's. Due to significant volatility in this income in previous years no income has been budgeted for. However, the Council could benefit from up to £1.253m additional		Any income generate could be used to offset financial risks or reduce the need to use earmarked reserves to balance the 2017/18 budget.	-1.2	2	-0.420
							-18.870

Net Total	**12.265**

Key To Likelihood Scores:

1	Very unlikely	10% of impact
2	Possible but unlikely	35%
3	Possible for example in view of current higher levels of risk	75%
4	Very probable or certain	100%

APPENDIX B - Financial Risk Register 2015/16 Outcomes

Ref. No.	Risk		Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m	Comments:
					Impact - Annual Cost £m	Likelihood		
Inflation								
1	Pay	Pay awards are 1.0% higher than assumed in the budget.	leading to increased costs	There is a 1.0% provision in 2015/16 budgets for pay awards.	1.5	1	0.150	A non consolidated one off payment has been made to all grades, as well as an average pay increase of 2.2% for staff from 1 January 2015 covering the period 2104 to 2016. This was covered by the budget provided in 2014/15 and 2015/16.
2	Price Increases	Inflation for general price increases is 1.0% more than allowed in budget.	leading to increased costs	There is a 0.0% provision in 2015/16 budgets for price increases.	3.9	4	3.900	Inflation for 2015/16 saw a rise of 0.3% (CPI), this was above the budgeted rate of 0%. This will have been managed by budget holders within individual budget areas.
3	Income	Increase is 1.0% less than provided for in budget.	leading to reduced income	There is a 0.0% provision in 2015/16 for income increases.	1.2	2	0.420	The Council's budget for 2015/16 included other income (from fees and charges) of £55.202m, actual income received was in excess of this budget at £63.200m.
4	Interest rates	Longer term interest rates are 1.0% higher than assumed in the budget.	leading to increased costs on long term borrowing	The budget assumes longer term rates at 5.0% for 2015/16	0.6	1	0.065	The actual cost of long term borrowing for 2015/16 was 4.077%, which was below the assumed rate of 5.0%. The cost of borrowing was less than anticipated.
Other Budget Assumptions								
5	Demand-led Services	Demand for social care, waste disposal, home to school transport, property repairs and maintenance, highways winter maintenance, fire and rescue, coroners increase in total cost terms by (say) £10m more than budget.	leading to increased costs	Budget prepared on latest projections but, for example, bad winter could lead to significant additional winter road maintenance or social care.	10.0	2	3.500	The Council overall service budgets underspent by £11.252m.
6	Income budgets	Income from charges is 10% less than estimated.	leading to reduced income	Budgets are set on past experience and future expectations.	6.1	2	2.135	See point 3 above.
7	Estimated savings	Target savings not achieved fully in 2015/16.	leading to increased costs	Achieving fully the high level of savings required within the year will be very challenging. The Council's 2015/16 budget includes an estimated savings target of £44.6m, of which £25.4m may be more difficult to achieve or need to be funded from reserves. Monthly budget monitoring arrangements should highlight any potential budget pressures to allow corrective actions to be taken.	25.4	3	19.050	Overall service budgets underspent in 2015/16 by £11.252m. In 2016/17 savings are being closely monitored to ensure these are delivered.

Ref. No.	Risk		Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m	Comments:
					Impact - Annual Cost £m	Likelihood		
8	Localisation of Support for Council Tax Schemes	Local council tax support schemes were introduced by all council tax billing authorities (i.e. Districts Council's) from April 2013. It is at the discretion of the billing authorities to set the schemes. Funding received is 2% less than assumed in the budget.	leading to reduced income	Budget will be based on notification from District Council in January 2015.	4.6	1	0.460	Council Tax income received was £0.308m more than was budgeted for, due to late notification of the accumulated surplus from previous years by City of Lincoln Council. In addition the seven Lincolnshire District Council's declared a total surplus on the Council Tax element of their collection funds in January 2016 of £5.609m. This was built into the Council's 2016/17 budget.
9	Local Government Funding - Business Rates Retention Scheme	The business rates retention scheme was launched from April 2013 as part of the changes to the local government funding regime. Under this new regime part of the business rates collected locally remain in Lincolnshire. The level of funding will reduce if a major business leaves the county. Funding received is 2% less than assumed in the budget.	leading to reduced income	Budget will be based on notification from District Council in January 2015.	0.4	1	0.040	Income from business rates was £2.136m less than originally budgeted for. Under achievement against the budget included: late notification from City of Lincoln Council of previous years deficit on business rates (£0.647m) and income from business rates pooling being £1.585m less than budgeted for. From 2016/17 the Council have not budgeted for income from business rates pooling to the uncertainty around it receipt. In addition the seven Lincolnshire District Council's declared a total deficit on the Business Rates element of their collection funds in January 2016 of £1.804m. This is being forecast in the Council's 2016/17 budget.
10	Financial Climate - Local Government Funding (Revenue Support Grant)	There remains a level of uncertainty about local government funding in the medium term due to national elections and the continuing state of the economy. Funding is 2% less than assumed in the budget.	leading to reduced income	The budget will be based on the government settlement information in December 2014.	1.8	2	0.630	Income from Revenue Support Grant was as budgeted for in 2015/16.
11	Costs of change - Major Outsourcing	The Council is entering into a major contract with SERCO for the provision of support services. Provision for the contract and the change is insufficient by say £2m.	leading to increased costs	Robust contract management arrangements have been designed to safeguard the Council's position. Also at the end of 2013/14 the Council set aside £4.0m for costs associated with the future delivery of support services and the cost of change.	2.0	2	0.700	The Council's new Support Service Contract went live on 1 April 2015. During 2015/16 £0.922m was used from the earmarked reserves to manage the costs of the Support Service Contract Renegotiation. At the end of 2015/16 £1.710m remained within the specific reserve.
12	Costs of change	Provision for redundancy costs is insufficient by say £4m.	leading to increased costs	The up coming round of budget savings required for the 2015/16 budget may lead to costs associated with redundancies. If costs are in excess of the current budget the additional costs can be funded from the Council's Financial Volatility Reserve (see P2 below).	4.0	3	3.000	There was a small underspend of £0.387m on the budget of £4.500m in 2015/16.

Ref. No.	Risk		Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m	Comments:
					Impact - Annual Cost £m	Likelihood		
13	Capital Receipts	Capital Receipts are less than target by (say) £1m.	revenue funds needed to fund capital programme	Targets for 2015/16 reflect estimated receipts. A shortfall in capital receipts in any particular year can be replaced by borrowing.	1.0	2	0.350	Capital receipts of £2.768m where received in 2015/16. The year end budget was £2.000m, which was the original budget for the year. All £2.768m of capital receipts were applied to fund the capital programme in 2015/16 reducing the Council's need to borrow to fund the programme.
14	Capital Programme	The programme exceeds by (say) £5m the funding available, leading to use of additional revenue funding.	leading to increased costs	Note that it is normal for the Capital Programme to be underspent, not overspent. Further, the amount of revenue funding of the capital programme can be reduced by use of additional borrowing.	5.0	1	0.500	The net capital programme for 2015/16 was reduced by £3.101m during the year due to rephasing into future years. At year end the revised capital programme was underspent by £52.042m.

Ref. No.	Risk		Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m	Comments:
					Impact - Annual Cost £m	Likelihood		
Financial Management Arrangements								
15	Current financial management arrangements	Overspend of 2% in Budget Requirement.	leading to increased costs	There are clear, written financial management procedures, regular staff training, good financial systems including monitoring information, and regular reporting to budget-holders, directorate management teams and the Executive. There have not been substantial overspendings in recent years other than on demand led services.	8.7	2	3.045	Overall service revenue spending, excluding schools, was underspent by £11.252m or 2.62%.
16	Schools Expenditure	Overspend of 1% in Schools budget expenditure.	leading to increased costs	Schools expenditure covered by Dedicated Schools Grant. The County Council could be required to provide financial support if there were a major problem.	4.9	1	0.490	Schools budgets were underspent by £16.801m or 6.75% of the schools budget.
Potential Losses								
17	General Claims against the Council	Claims total £5m more than provided for in budget.	leading to increased costs	Extent of loss is limited by insurance arrangements. There is also an Insurance Reserve, the balance of this stood at £5.086m.	5.0	3	3.750	In 2015/16 there was an underspend on insurances of £0.175m due to a reduction in claims payments and very few risk management bids, plus the contract retender delivering significant savings. This underspend was transferred into the insurance reserve at year end to keep the balance at a prudent level. At 31 March 2016 the balance in the insurance reserve stood at £6.395m.
18	Bad Debts	Write-off of debts of 1%	leading to reduced income	The Council has an excellent record of income collection with a very low level of debt write-offs.	0.8	1	0.080	Due to problems with Agresso during 2015/16 no debts were written off during the financial year. This may result in more debts being written off in 2016/17.
19	Treasury management	Default on loans from the Council	Reduction in the Council's cash balances	Authorised lending list restricted to lowest risk institutions with individual limits. The Council's lending policy is low risk.	25.0	1	2.500	No problems were experienced with loans made by the Council in 2015/16.
20	Major emergencies or disasters	Such an event with a cost of (say) £5m	leading to increased costs	The government provides financial support under the Bellwin scheme for major emergencies or disasters. However, there is no automatic entitlement to financial assistance and where it is given it will not normally cover all the costs incurred.	5.0	1	0.500	No major emergencies were experienced in 2015/16.
							45.265	

Ref. No.	Risk	Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m	Comments:
				Impact - Annual Cost £m	Likelihood		
Provisions Against Financial Risk							
P1	Contingency Provision	The contingency provision may offset some of the increased costs noted above e.g. price increases above that allowed in budgets.	Budgets include a contingency provision of £4.0m p.a.	-4.0	4	-4.000	The contingency budget for 2015/16 was set at £4.000m. During the year £1.462m of this was utilised.
P2	Financial Volatility Reserve	At the end of 2011/12 the Council established a financial volatility reserve to help the Council deal with the future uncertainties around local government funding.	At the end of 2013/14 the balance in the reserve stood at £43.0m, say £25.4m for 2015/16 and £17.6m 2016/17.	-25.4	4	-25.400	The Council used £21.871m from the Financial Volatility Reserve to balance the budget in 2015/16. As at 31 March 2016 the Council had set aside £20.165m to balance the 2016/17 budget and £24.644m available for future uncertainties in 2017/18 and beyond.
P3	Revenue Funding of Capital	Borrowing in place of revenue funding would allow approximately £0.5m, net of debt charges, to be made available for revenue spending.	This would require the Council to alter its policy on capital funding.	-0.5	3	-0.375	The Council took £30m of external borrowing during 2015/16 to finance the Capital Programme. The Council continued in 2015/16 to use a mixed approach of using internal balances and external borrowing to finance the Capital Programme.
						-29.775	

Net Total	**15.490**

Key To Likelihood Scores:

1	Very unlikely	10% of impact
2	Possible but unlikely	35%
3	Possible for example in view of current higher levels of risk	75%
4	Very probable or certain	100%

Lincolnshire COUNTY COUNCIL
Working for a better future

Policy and Scrutiny

Open Report on behalf of the Chairman of The Review of Scrutiny Working Group	
Report to:	**Overview and Scrutiny Management Committee**
Date:	**24 November 2016**
Subject:	**Proposed New Scrutiny Arrangements**

Summary:

This report sets out the findings of the Review of Scrutiny Working Group and proposes new scrutiny arrangements to be implemented in the period before and after the election of the new Council in May 2017.

Actions Required:

That the Committee:

(1) notes the work undertaken by the Review of Scrutiny Working Group;
(2) considers whether to recommend to the County Council the adoption of the Scrutiny-Executive Protocol, *Developing Effective Relationships Between the Executive and Scrutiny*, as set out in Appendix A to this report.
(3) recommends that the County Council approves the Working Group's proposals for the restructure of scrutiny arrangements at Lincolnshire County Council **(See recommendations A - N in Section 3 of this report)**;
(4) recommends that the County Council implements the new arrangements in the period before and after the May 2017 County Council elections; and
(5) recommends that the County Council makes the necessary amendments to the County Council Constitution.

1. Background

1.1 An independent report (*A Review of Scrutiny at Lincolnshire County Council*) by Dr Stuart Young, Chief Executive Officer of East Midlands Councils, was considered by the County Council on 18 December 2015. The County Council resolved:

(i) That the Council welcomes the independent report following a review of scrutiny arrangements at Lincolnshire County Council.

(ii) That the Council endorses the recommendations contained within the report and invites the Overview and Scrutiny Management Committee to oversee the implementation of Recommendations 1 – 15 with immediate effect.

(iii) That in relation to Recommendation 15 in the independent report, the Council transfers responsibility for the scrutiny of the Council's budget and performance from the Value for Money Scrutiny Committee to the Overview and Scrutiny Management Committee and amends the Council's constitution accordingly.

(iv) The Council support a revision of the governance structure for scrutiny, along the lines of the 5 + 1 model put forward by Dr Young and invites the Overview and Scrutiny Management Committee to consider the detail of such an arrangement for implementation after the County Council election in 2017.

1.3 In accordance with the County Council's decision, this Committee was charged with overseeing the implementation of the report's recommendations. To this end, this Committee set up a working group to consider Dr Young's final report in more detail and bring forward recommendations to support the improvement of scrutiny at the council. The Working Group has the following terms of reference:

"Objective

To aid the Overview and Scrutiny Management Committee in implementing the recommendations in an independent review of scrutiny at Lincolnshire County Council.

Role of the Working Group

To consider in detail the recommendations of the Review of Scrutiny Final Report and report back to the Overview and Scrutiny Management Committee on the options for delivery of improvements, with particular reference to:

- *Cultural Change*
- *Closer working with the Executive*
- *Structural Change*

To make recommendations on any constitutional changes required to implement the improvements."

2. Working Group

2.1 The working group comprises Councillors Robert Parker (Chairman); Mrs Marianne Overton, MBE, (Vice-Chairman), Councillors Chris Brewis, Mrs Jackie Brockway, Alan Jesson, Colin Mair, Mrs Angela Newton and Lewis

Strange. The Working Group met on nine occasions, between February 2016 and November 2016.

2.2 To support its activities, members of the Working Group have visited other local authority overview and scrutiny functions. The Working Group held discussions with councillors and officers at the City of Lincoln Council and Boston Borough Council, both of which have won Centre for Public Scrutiny Awards. The Working Group has reviewed documentation on a wide range of topics, which has included the following:

- the overview and scrutiny committee structures of other County Councils, in their 'branding' and areas of responsibility;
- a detailed analysis of the business, including outcomes, and length of meeting, of each overview and scrutiny committee in Lincolnshire over the last three complete municipal years;
- a review of best practice documentation from the Centre for Public Scrutiny.
- presentations and notes from an INLOGOV (Institute of Local Government Studies) Seminar - 'Scrutiny In Challenging Times' held at the University Of Birmingham on 27 May 2016.

2.3 The Working Group has divided its work into three main topics:

a) <u>The Relationship Between Executive and Scrutiny</u>

Dr Young made a number of recommendations in this respect, most of which related to improving communication between the Executive and Scrutiny. These points have been picked up in the Executive and Scrutiny Protocol, *Developing Effective Relationships Between the Executive and Scrutiny,* which was endorsed by this Committee on 28 July 2016, and agreed by the Leader. The protocol is attached at Appendix A to this report and the Working Group recommends that the Committee endorses the protocol and refers it to the County Council for adoption.

Developing Effective Relationships Between the Executive and Scrutiny (Appendix A) includes a number of provisions to improve relationships and ensure there is formal and constructive feedback both ways. The protocol recommends:

- the early involvement of scrutiny committees in policy development;
- the attendance of the Chairman of the Overview and Scrutiny Management Committee at every meeting of the Executive;
- the attendance of chairmen or vice-chairmen of scrutiny committees at meetings of the Executive to present the comments of the committee and to offer a flavour of the committee's debate;
- the attendance of relevant executive councillors (or their executive support councillor) at relevant scrutiny committees, particularly when invited to do so, so they may witness the richness of the debate prior to making executive decisions in their portfolio areas; and

- regular briefing meetings between the chairmen and vice-chairmen of overview and scrutiny committees and the relevant executive councillors.

b) Culture of the Council

There is general acceptance, as stated in *Developing Effective Relationships Between the Executive and Scrutiny* (the executive - scrutiny protocol), that to be effective, scrutiny should be involved at an early stage of policy development. For this to be possible, trust needs to be established. *Developing Effective Relationships between the Executive and Scrutiny* highlights a need for the process not to be confrontational or simply a means through which to apportion blame if things go wrong.

c) Structure of Overview and Scrutiny Committees

The most recent meetings of the Review of Scrutiny Working Group have considered options for a new scrutiny structure, to be implemented following the County Council Elections in May 2017. In delegating this work to this Committee, the County Council had expressed a preference for Dr Young's 'Five Plus One' model (five scrutiny committees and one overview committee). The model includes a third tier in the form of two Scrutiny Panels to support scrutiny committees by carrying out detailed review work on behalf of the scrutiny committees, as directed and co-ordinated by the Overview and Scrutiny Management Committee.

The Working Group also suggested that, in view of the proposed reduction in the number of committees, there may be a need for all day meetings for scrutiny committees and Scrutiny Panels.

3. Recommendations of the Working Group

3.1 The Working Group's fourteen recommendations are set out below, together with a brief rationale. ***For ease of reference the fourteen recommendations of the Working Group are designated A-N, to differentiate them from the numbered recommendations in Dr Stuart Young's report.***

3.2 Subject to the consideration, and any amendment, by this Committee, the recommendations would be submitted to the County Council on 16 December 2016. Subject to the County Council's approval of the recommendations, the required changes to the Council's Constitution would be drafted and submitted to the County Council on 24 February 2017.

Recommendation A – Overall Structure (Five Plus One Model)

3.3 Recommendation 17 of the report by Dr Stuart Young recommended the Five Plus One model for the Council's overview and scrutiny committee structure. This approach was endorsed by the County Council in December 2015. The Working Group has reviewed several options and concluded that

the most appropriate structure would be one that reflected the County Council's commissioning strategies. The structure chart and detailed responsibilities are set out in Appendix B to this report. Dr Young also recommended (Recommendation 16) the establishment of two scrutiny panels, which would undertake in-depth scrutiny review work on behalf of the overview and scrutiny committees. Under the proposed arrangements, this review activity would be co-ordinated by the Overview and Scrutiny Management Board.

Recommendation A - That the Council approve a three tier scrutiny structure, in accordance with the structure chart and the detailed list of responsibilities in Appendix B to this report, which will include the following bodies:

- **Overview and Scrutiny Management Board**
- **Adult Care and Public Health Scrutiny Committee**
- **Children and Young People Scrutiny Committee**
- **Communities and Public Protection Scrutiny Committee**
- **Environment, Economy and Transport Scrutiny Committee**
- **Health Scrutiny Committee for Lincolnshire**
- **two standing Scrutiny Panels.**

Recommendation B – Frequency of Scrutiny Committee Meetings

3.4 After consideration of the volume of business of existing committees, and their intended roles, it is proposed that that Overview and Scrutiny Management Board (OSMB) would meet each month, with the exception of August. This is in effect a continuation of the existing arrangement of the Overview and Scrutiny Management Committee. Similarly the Health Scrutiny Committee for Lincolnshire would continue to meet eleven times each year. The other four scrutiny committees would meet eight times per year, again a continuation of existing arrangements.

Recommendation B - That County Council approve the following frequency of meetings:

- **Overview and Scrutiny Management Board – eleven times per year**
- **Adult Care and Public Health Scrutiny Committee – eight times per year**
- **Children and Young People Scrutiny Committee– eight times per year**
- **Communities and Public Protection Scrutiny Committee – eight times per year**
- **Environment, Economy and Transport Scrutiny Committee – eight times per year**
- **Health Scrutiny Committee for Lincolnshire – eleven times per year**

Recommendation C – Flood and Drainage Management Scrutiny Committee

3.5 Section 9FH of the Local Government Act 2000 allows the County Council to make arrangements to review and scrutinise flood risk management functions. A recent Environment Agency report on flood risk in Greater Lincolnshire identified that there were 223,677 houses at risk of flooding in the county, with an area of flood plain of 2,843 km^2, which represents 17% of the national total flood plain. In addition, the length of the County's main rivers total 1,500 km; and the length of raised river defences total 1,700 km, which represents 25% of national total. The total length of coastal and tidal defence equals 350 km.

3.6 In view of Lincolnshire's particular geography set out in the previous paragraph and hence the importance of effective flood and drainage management, it is proposed that the existing arrangements would continue, whereby the Flood and Drainage Management Committee would meet up to four times each year, as a distinct committee. The membership of the Flood and Drainage Management Committee would comprise the same membership as the Environment, Economy and Transport Scrutiny Committee, with the addition of seven representatives, one from each district council.

Recommendation C - That the County Council retains the Flood and Drainage Management Committee, which will operate along the following lines:

- **the Membership of the Flood and Drainage Management Committee would comprise the same County Council membership as the Environment, Economy and Transport Scrutiny Committee, with the addition of one representative from each district council; and**
- **up to four meetings of the Flood and Drainage Management Committee would be held per year.**

Recommendation D – Crime and Disorder Committee

3.7 There is a requirement in Sections 19-20 of the Police and Justice Act 2006 for local authorities to make arrangements for the review and scrutiny of its crime and disorder functions. The usual approach in local authorities is to designate one of its overview and scrutiny committees, as its Crime and Disorder committee. It is proposed that the Communities and Public Protection Scrutiny Committee fulfil this role. It is a requirement to hold at least one crime and disorder committee each year, as specified in Regulation 4 of the Crime and Disorder (Overview and scrutiny) Regulations 2009.

3.8 It should be noted that the power of a Crime and Disorder committee is to scrutinise community safety partnerships as a whole, and not to scrutinise individual partners within the Community Safety Partnership such as the

Police. The Police are accountable to the Police and Crime Commissioner, who in turn is accountable to the Police and Crime Panel.

Recommendation D – That the County Council designate the Communities and Public Protection Scrutiny Committee the Crime and Disorder committee for the purposes of the Sections 19-20 of the Police and Justice Act 2006 and at least one meeting of the Crime and Disorder committee be held each year.

Recommendations E and F – Scrutiny Panels – Chairmen and Vice-Chairmen

3.9 A key proposal from the Working Group, which reflects recommendation 16 in the report from Dr Young, is the establishment of two Scrutiny Panels to undertake in-depth scrutiny review activity on behalf of the Overview and Scrutiny committees. The Scrutiny Panels would replace the existing Task and Finish Group arrangements. Whilst the membership of these two Panels would change, depending on the activity or scrutiny review in question, the Panels would have standing Chairmen and Vice-Chairmen, who would be eligible for Special Responsibility Allowances.

3.10 Dr Young recommended that Chairmen and Vice-Chairmen of the Scrutiny Panels should be appointed annually. The Working Group agreed. In order to allow more councillors to take a leading role in the Overview and Scrutiny process, as well to develop their skills and expertise, it is also proposed that the Chairmen and Vice-Chairmen of Overview and Scrutiny committees would not be eligible to serve as Chairmen or Vice-Chairmen of Scrutiny Panels.

Recommendation E - That the Chairmen and the Vice-Chairmen of Scrutiny Panels to be appointed on an annual basis and be eligible for a Special Responsibility Allowance.

Recommendation F - That the Chairmen and Vice-Chairmen of scrutiny committees would not be eligible to hold the office of Chairmen and Vice-Chairmen of Scrutiny Panels.

Recommendations G and H – Scrutiny Panel Membership

3.11 The Working Group recommends that wherever possible, the membership of Scrutiny Panels should include councillors from each political group. The memberships of Scrutiny Panels should also enable councillors with relevant skills and experience to be involved in particular scrutiny activities or reviews.

3.12 Where a Scrutiny Panel is undertaking a review on behalf of the Health Scrutiny Committee for Lincolnshire, the District Council representatives from that Committee would be invited to become members of the Scrutiny Panel for that purpose. The same principles would apply to the Flood and Drainage Management Scrutiny Committee. Similarly, where a Scrutiny

Panel is undertaking a review on behalf of the Children and Young People Scrutiny Committee, the Parent Governors and Church representatives from that committee would be invited to participate as members of the Panel when the topic relates to the Council's education functions. Ideally each Panel should have no more than eight participating members, including the Chairman and Vice-Chairman, and any District Council representatives, Parent Governors or Church representatives.

3.13 The role of replacement members on Scrutiny Panels was considered, and there is general support from the Working Group for replacement member arrangements. However, as an activity or a review nears its conclusion, it might be difficult for a replacement member to participate fully in the Panel's activities, owing to the amount of evidence considered up to that point, so ideally replacement member arrangements would be undertaken in the early stages of a review. It is proposed that the Scrutiny Panel Chairman provides guidance on replacement member arrangements towards the end of a review.

Recommendation G - That, wherever possible, Scrutiny Panels should include a member from each political group.

Recommendation H – That each Scrutiny Panel should have no more than eight participating members, including the Chairman and Vice-Chairman, and any District Council representatives, Parent Governors or Church representatives; and that replacement member arrangements be permitted on Scrutiny Panels, with the guidance of the Scrutiny Panel Chairman at the concluding stages of a review.

Recommendation I – Meetings of Scrutiny Panels

3.14 Task and Finish Group meetings have always been in an informal setting, without the press or public present, to enable an open discussion, which enables participants and contributors to speak frankly. The Working Group favours Scrutiny Panel meetings being held in public, but accepts that private sessions may be needed to ensure effective engagement. Where meetings are held in public, the arrangements would not be subject to the full access to information requirements, namely the publication of agendas five clear working days in advance of the meeting and publication of notes from the meetings, in Part V (A) of the Local Government Act 1972.

Recommendation I - That meetings of Scrutiny Panels should generally be held in public, with decisions on whether particular meetings should be in public or private being considered as part of the review scoping process.

Recommendation J – Work Programme Development

3.15 The Working Group agreed with Dr Young's recommendation that the Overview and Scrutiny Management Board should take a lead role in delivering the revised approach to scrutiny, specifically setting the scrutiny

work programme. The Working Group has considered detailed information on the content of each overview and scrutiny committee meeting over the last three years and agreed that an annual work programme approach would be the best means of managing the activities of each scrutiny committee.

3.16 The Working Group believes that only high priority topics should be considered by scrutiny committees, and that items for information should be dealt with by other means, for instance briefing papers. Budget and quarterly performance monitoring items will still be considered by each scrutiny committee. It was agreed that it was important that the scrutiny process added value to the decision-making process. It is recommended that each year the OSMB will draw up in advance the annual scrutiny programme for approval by the County Council at its May meeting. The annual work programming arrangements would allow for items to be added during the year, where there was a pressing need to do so.

3.17 The following approach is suggested to developing the work programme:

Stage 1 – Consultation and Engagement – (March) – An annual workshop engages and consults with all members and senior officers on the content of each scrutiny committee's work programme and produces a list of topics for each scrutiny committee.
Stage 2 – Refining the List of Potential Topics – (Early April) – A refined list of potential topics is produced for each scrutiny committee.
Stage 3 – Final List of Topics – (Late April) – Final list to be approved by the Overview and Scrutiny Management Board for submission to the County Council.
Stage 4 – Final Approval – (May) – The Overview and Scrutiny Management Board approves the work programme, including the list of items for each scrutiny committee.

Recommendation J - That the Council holds an annual workshop for all members and senior officers to inform the development of the scrutiny work programme for each scrutiny committee for the year ahead, with some unallocated time for each committee to consider items that arise and merit consideration during the course of the year. This process should begin in March 2017 subject to the agreement of the County Council.

Recommendation K – Prioritisation Tool – Scrutiny Review

3.18 The Working Group has considered the arrangements for choosing the topics for in-depth scrutiny review and has agreed that that a prioritisation toolkit should be used. This prioritisation tool will support decision making in relation to whether topics are brought forward for in-depth scrutiny review. The toolkit can also be used at the annual scrutiny work programme workshop to consider whether topics should be included in the work programme.

Recommendation K - That a scrutiny prioritisation toolkit, as set out in Appendix C to this report, be adopted to guide the selection of topics for in-depth scrutiny review and for use at the annual scrutiny work programme workshop to guide the selection of topics for inclusion in the annual scrutiny work programme process.

Recommendation L – Corporate Parenting Sub-Group

3.19 Under the existing arrangements, an approach has developed whereby the Corporate Parenting Panel reports to the Children and Young People Scrutiny Committee. Corporate parenting panels are not strictly Overview and Scrutiny committees in terms of their legislative status. However, it is recommended that the Corporate Parenting arrangements be formally included within the overview and scrutiny function. It is therefore proposed that the Corporate Parenting Sub Group continues to submit its minutes to the Children and Young People Scrutiny Committee.

Recommendation L - That the Council's Corporate Parenting Sub Group, which would continue to meet four times per year in private, be formally included within the Overview and Scrutiny arrangements, with its minutes being submitted to the Children and Young People Scrutiny Committee.

Recommendation M - Safeguarding Boards Scrutiny Sub Group

3.20 The existing Safeguarding Boards Scrutiny Sub Group reports to both the Adults Scrutiny Committee and Children and Young People Scrutiny Committee. The role of the Safeguarding Boards Scrutiny Sub Group is to review and scrutinise the activities of the inter-agency Lincolnshire Safeguarding Adults Board (LSAB) and the Lincolnshire Safeguarding Children Board (LSCB). The Chairmen of both the LSAB and LSCB have been consulted, and they value the contribution made by the Safeguarding Boards Scrutiny Sub Group. It is therefore proposed that this Sub Group continues, with the existing frequency of quarterly meetings.

Recommendation M - That the Safeguarding Boards Scrutiny Sub-Group continue in the new overview and scrutiny arrangements, meeting four times per year in private and reporting as required to the Adult Care and Public Health Scrutiny Committee and Children and Young People Scrutiny Committees.

Recommendation N – Special Interest Roles

3.21 The Working Group supported the idea of allowing particular members of each scrutiny committee to take up a special interest subject area. This would allow the particular member to develop their own expertise on a particular topic, for example undertaking their own additional research. As a result they could take a lead on questioning when the topic is under consideration by the committee. Where the member had undertaken such

research he / she could review and report on the proceedings of an area of work, item or decision.

3.22 It is considered that such arrangements would aid the Committee's understanding of a certain topic and lead to more effective scrutiny of decision making. When each scrutiny committee considers its work programme, it could consider whether individual councillors would like to adopt a special interest role for particular areas of interest.

Recommendation N - That the Council introduces a special interest role for members of a scrutiny committee to develop their expertise on particular topics, to improve the effectiveness of scrutiny.

4. Review of Recommendations in *A Review of Scrutiny at Lincolnshire County Council* by Dr Stuart Young

A Review of Scrutiny at Lincolnshire County Council by Dr Stuart Young made a total of seventeen recommendations. As stated above, on 18 December 2015, the County Council invited the Overview and Scrutiny Management Committee to implement recommendations 1-15 with immediate effect. This Committee was invited to bring forward proposals for the overview and scrutiny structure (recommendations 16 and 17), which are set out in Section 3 of this report. Appendix D sets out a summary of the progress with each of the seventeen recommendations in Dr Young's report and includes additional suggestions for taking forward which are not formal recommendations from the Working Group.

5. Conclusion

This report brings together the work of the Review of Scrutiny Working Group and makes recommendations on structure to the Overview and Scrutiny Management Committee. The key points arising from this work are:-

1. Dr Young's report has been used as a blueprint and in some places the Working Group has developed the ideas outlined in Dr Young's report.
2. The Working Group has made use of good practice in other councils.
3. The importance of an effective working relationship between the Executive members and Scrutiny Committee members as set out in the Protocol.
4. The Working Group sought to establish the principle that "Scrutiny Matters" as a way of enabling better decision making to take place and to monitor performance.
5. That early involvement of the scrutiny function is essential to good decision making.
6. That all councillors should be engaged in setting scrutiny priorities each year.
7. That councillors should be given the opportunity to develop special interests in particular topics to improve the effectiveness of scrutiny.

8. That scrutiny committees should monitor their own effectiveness each year.

6. Consultation

a) Policy Proofing Actions Required

n/a

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	*Developing Relations Between the Executive and Overview and Scrutiny* – A Protocol
Appendix B	Proposed New Scrutiny Structure
Appendix C	Scrutiny Prioritisation Toolkit
Appendix D	Progress Summary on the Recommendations in *A Review of Scrutiny at Lincolnshire County Council* by Dr Stuart Young

8. Background Papers

The following background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
Dr Stuart Young's report to Council on 18 December 2015	http://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=120&MId=4201&Ver=4

This report was written by Nigel West, who can be contacted on 01522 552840 or nigel.west@lincolnshire.gov.uk .

DEVELOPING RELATIONSHIPS BETWEEN THE EXECUTIVE AND OVERVIEW AND SCRUTINY

This protocol sets out practical working arrangements, which will help develop a unity of purpose between the Executive, overview and scrutiny committees as well as the Council's senior managers. This protocol provides a framework for positive relationships between the Executive and overview and scrutiny committees, but its effectiveness is dependent on all councillors and officers accepting the principles underlying this protocol.

The Executive accepts that discharging the Overview and Scrutiny function should be a core responsibility of the Council, with appropriate and meaningful support from the Chief Executive, other members of the Corporate Management Board, and all the Council's officers.

The Overview and Scrutiny Management Committee accepts that to be effective the scrutiny process must be positive, constructive, independent, fair and open. It should complement the decision-making powers of the Executive and enable the voice and concerns of the public to be heard.

Overview and Scrutiny should be challenging, as its aim is to identify areas for improvement, but the process should not be confrontational or simply a means through which to apportion blame if things go wrong. Overview and Scrutiny will act as a ‘critical friend’ to the Executive and other decision makers in order to promote better services, policies and decisions. Trust and tolerance are key to the success of this protocol.

Councillor Martin Hill
Leader of Lincolnshire County Council

Councillor Pat O'Connor
Chairman of the Overview and Scrutiny Management Committee

A. EARLY INVOLVEMENT IN POLICY DEVELOPMENT

The Executive would like to involve overview and scrutiny committees at an early stage in the development of new policies or changes to existing policies, or in the development of proposals for any significant changes in service provision. This early involvement extends beyond the provisions in the Constitution on the development of the policy and budget framework[1]. Examples of the need for early involvement are when there are issues of a contentious nature, sizeable budgetary implications, an impact on the whole community, or an impact on outside bodies or organisations. Early involvement could be carried out in a number of different ways:-

- An overview and scrutiny committee may adopt an informal meeting arrangement or workshop, to which all members of the committee would be invited, or establish a working group, comprising a group of members from the committee. These approaches enable options to be explored in detail and the outcomes or statement from the informal meeting, workshop, or working group could be reported directly to the Executive or Executive Councillor, or to a subsequent meeting of the overview and scrutiny committee.

- Where a topic requires in-depth consideration, a Scrutiny Panel may be established, subject to the availability of resources, which would lead to the submission of an evidence-based report with recommendations for the new policy or a change to an existing policy or on changes to service provision.

- A cross party briefing could be held with senior officers to inform councillors of a particular issue and collaboratively explore options in detail, with the outcomes shared with the relevant overview and scrutiny committee.

In each of the early involvement scenarios listed above the Executive would expect information shared to be used to explore the options available rather than for political point-scoring. Statements from the overview and scrutiny committee will be acknowledged by the decision maker, and a response made to the committee. This could either take the form of a written or an oral report at the next relevant meeting of the committee, which can be recorded in the committee's minutes.

In the case of in depth scrutiny reviews, which contain evidence-based recommendations, there is a requirement that a formal response to the recommendations from the Executive or Executive Councillor be prepared within

[1] Rule 3 of the Policy and Budget Framework Procedure Rules (Lincolnshire County Council Constitution) and Regulation 4 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000.

two months[2], which will indicate whether recommendations have been accepted or rejected, with appropriate reasons. Ideally, the response will contain an action plan, indicating how the accepted recommendations will be implemented.

B. EXECUTIVE DECISION MAKING

Each relevant overview and scrutiny committee is encouraged to consider any proposed decisions, which are due to be made by the Executive or by an individual Executive Councillor, or any proposed key decision due to be made by a chief officer. This consideration would usually involve the relevant committee reviewing the report containing the proposed decision and preparing a statement on the proposals, including an indication of whether the committee supports the proposals, either wholly or in part. The committee's statement should be included in the report containing the proposed decision and submitted to the decision maker(s). If the statement is not available at the time the report is finalised due to exceptional circumstances, it will be circulated to the decision maker(s) for their consideration.

Consensus and Minority Views

When overview and scrutiny committees reach a consensus, this will be reflected in the committee's statement. However, there will be circumstances where the committee's statement will reflect a range of views, including majority and minority opinions, and these should be so indicated in the committee's statement.

Whenever possible statements from the overview and scrutiny committee will be acknowledged by the decision maker, and a response made to the committee, which could either take the form of a written or an oral report. Any responses will be recorded in the committee's minutes.

C. ATTENDANCE AT MEETINGS OF THE EXECUTIVE

The Chairman or Vice Chairman of the Overview and Scrutiny Management Committee will as far as possible attend each meeting of the Executive. Following these meetings the Chairman or Vice Chairman of the Overview and Scrutiny Management Committee will highlight any pertinent issues to the next meeting of the Overview and Scrutiny Management Committee. The Chairman may also raise any issues with any other overview and scrutiny committee of the Council.

[2] Section 9FE of the Local Government Act 2000.

The Chairmen or Vice Chairmen of overview and scrutiny committees should attend meetings of the Executive, where an item relevant to their committee's remit is being considered. Where chairmen or vice chairmen can attend, they will be invited to present any statements to the Executive. This will help to facilitate a good working relationship between the Executive and Overview and Scrutiny, and ensure that the Executive directly hears the reasons for the overview and scrutiny committee's recommendations and comments and to clarify the outcome from the overview and scrutiny committee.

Where an overview and scrutiny committee has requested an in-depth review, the Chairman or Vice Chairman of the overview and scrutiny committee will present the report and recommendations in conjunction with the Chairman of the Scrutiny Panel which undertook the in-depth review.

D. ATTENDANCE AT MEETINGS OF THE OVERVIEW AND SCRUTINY COMMITTEES

It is accepted that Executive Councillors may not be able to attend all meetings of their relevant overview and scrutiny committees. An overview and scrutiny committee may request the attendance of an Executive Councillor for a particular item on the agenda. In such cases if the Executive Councillor is not available he or she should be represented by the Executive Support Councillor.

Each overview and scrutiny committee should consider whether to include Statements from Executive Councillor(s) as a standard agenda item, where the Executive Councillor(s) or Executive Support Councillor(s) could advise the committee of any relevant matters, including any responses to statements or recommendations, in accordance with sections A and B above.

E. SETTING THE AGENDA

Briefing Meetings Between Executive Councillors and Overview and Scrutiny Committee Chairmen

Regular briefing meetings are recommended between the Chairmen and Vice Chairmen of overview and scrutiny committees and the relevant Executive Councillor(s) and Executive Support Councillor(s). These meetings should include the scrutiny officers, and any relevant officers if required. Ideally, such meetings should take place every quarter if possible. These meetings will support the development of a dialogue, leading to a unity of purpose, between overview and scrutiny and the Executive. The meetings could inform the content of the committee's work programme, with suggestions for future scrutiny reviews and

agenda topics, including items which would involve the committee in developing new policies or reviewing existing policies.

Setting the Agenda

Overview and scrutiny committees should not, as a general rule, involve themselves in relatively minor matters or individual cases, particularly where there are other processes, which can handle these issues more effectively. Overview and scrutiny committees should not be used as an opportunity to argue over issues which are of an overtly party political nature, which can be dealt with more appropriately through meetings of the County Council.

The management of the work programme of each scrutiny committee is a role for the Overview and Scrutiny Management Committee (OSMC). Each year the OSMC will draw up in advance the annual scrutiny programme, based on the results of meetings between the scrutiny chairmen, vice-chairmen and officers in the various service areas. Adequate resource should be identified for delivering the programme, with some unallocated time for unplanned scrutiny items.

At each meeting of an overview and scrutiny committee, there will be an opportunity to review the committee's future work programme. This provides an opportunity for individual members of each committee to ask for a particular item to be included but, depending on resource, this may be at the expense of something else in the programme. All members on an overview and scrutiny committee should be encouraged to bring forward important items of community interest to the committee whilst recognising that not all items will be taken up.

Requests by the Executive to Overview and Scrutiny Committees

The Leader of the Council, the Executive, or an individual Executive Councillor, may request an overview and scrutiny committee to consider a particular matter within its remit which could be related to issues of a contentious nature, sizeable budgetary implications, an impact on the whole community, or an impact on outside bodies or organisations. This could range from consideration of a matter at a single committee meeting to a full scrutiny review, taking place over several months.

Depending on the timing of the request, a report may be submitted to the next meeting of the committee. Alternatively, a request for a more extensive piece of work may be considered by the committee as part of its work programme item on its next agenda.

F. COUNTY COUNCIL OFFICERS

General

All officers are employees of the County Council as a whole. Corporate Management Board and other senior officers are responsible for day-to-day managerial and operational decisions. Whilst most of their work is directed to supporting the activities of the Executive, they have a role in supporting all councillors, including councillors involved in the overview and scrutiny function. The Chief Executive, as head of the paid service, will ensure that sufficient and independent support is given to the overview and scrutiny function.

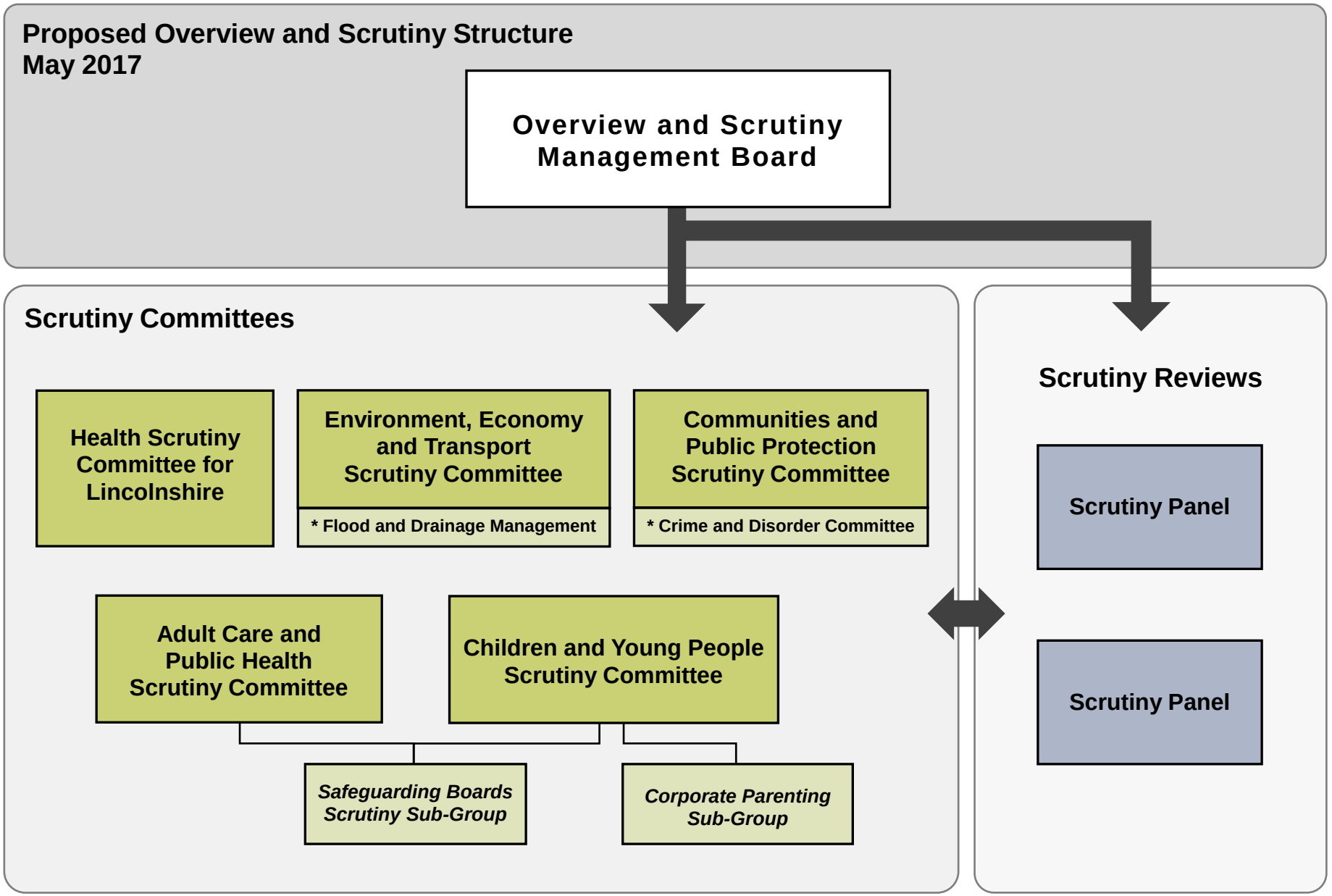
The Role of Statutory Scrutiny Officer

The role of the statutory scrutiny officer is defined by statute[3] as:

(a) promoting the role of the Council's overview and scrutiny committees;
(b) providing support to the Council's overview and scrutiny committees and their members; and
(c) providing support and guidance to all members of the Council and its officers on the functions of the Council's overview and scrutiny committees.

The Council's Scrutiny Officers will support the Statutory Scrutiny Officer in their role and provide support to the overview and scrutiny function. The Council's Scrutiny Officers should play a proactive role in ensuring effective scrutiny of decision making. Accordingly there should be a close working relationship between Scrutiny Officers and councillors involved in scrutinising decisions. Both Scrutiny Officers and Scrutiny councillors should be involved in testing the merits of proposals under consideration with Scrutiny Officers acting in an advisory role with councillors.

[3] Section 9FB of the Local Government Act 2000



***** The Environment, Economy and Transport Scrutiny Committee to serve as the Flood and Drainage Management Scrutiny Committee, with seven District Councillors.
***** The Communities and Public Protection Scrutiny Committee to serve as the Crime and Disorder Committee.

Overview and Scrutiny Management Board	
Overview and Scrutiny Functions	• Management of the Overview and Scrutiny Function • Call in and Councillor Call for Action Procedures • Setting and reviewing progress against the annual work programmes of the Scrutiny Committees • Allocating responsibility for issues which fall between more than one Scrutiny Committee • Governance • Budget and Performance Overview
How we do our business **Enablers to the business** **Partnership engagement and support**	• Information Management and Technology • Corporate Property • People Management • Legal Services • Commissioning Strategy and Support • Business Support • Finance, Treasury Management and Audit
Adult Care and Public Health Scrutiny Committee	
Adult Frailty, Long Term Conditions and Physical Disability	• Supporting Adult Frailty and Older People • Physical Disability • Dementia
Carers	• Adult and Young carers (includes Young Carers but not Parenting)
Specialist Adult Services	• Supporting Adults with Learning Disability • Mental health • Autism
Safeguarding Adults	• Adult Safeguarding (including Mental Capacity Act) • Ensure all vulnerable adults rights are protected to live in safety and free from abuse and neglect
Wellbeing	• Health Improvement, Prevention and Self-Management • Public Health statutory service • Mental Health • Registration, Celebratory and Coroners • Wellbeing Service • Sexual Health • Housing related support • Prevention and Treatment of Substance Misuse
Children and Young People Scrutiny Committee	
Readiness for School	• Children Centres • Early Education
Learn and Achieve	• School Support Services • School Improvement • Special Educational Needs and Disabilities • Home to school/college transport
Readiness for Adult Life	• 14-19 Education/Training and Apprenticeship • Careers Service • Positive activities for young people • Teenage Pregnancy • Supported Accommodation/Lodgings • Supported Employment • Lincolnshire Secure Unit • Leaving Care Service
Children are Safe and Healthy	• Healthy Schools and Healthy Child • Child Protection • Looked after Children • Targeted Support - young people • Fostering and Adoption Residential homes • Child and Adolescent Mental Health Services (CAMHS) • Family Support

Communities and Public Protection Scrutiny Committee	
Community Resilience and Assets	• Advice, Information and Support Services • Volunteering support • Adult Education • Financial Inclusion • Community Engagement and Development • Community Hubs • Library Services and Archives • Customer Service
Protecting the Public	• Preventing and Reducing Crime • Tackling Domestic Abuse • Preventing and Tackling Fires and Emergency Response • Protecting the Public through Trading Standards • Protecting the Public by Planning for and Responding to Emergencies • Improving Road Safety • Reducing Youth Offending • Reducing Anti-Social Behaviour
Crime and Disorder Scrutiny	• The Communities and Public Protection Scrutiny Committee also serves as the Crime and Disorder Committee.
Environment, Economy and Transport Scrutiny Committee	
Sustaining and Developing Prosperity Through Infrastructure	• Transport Commissioning, including Bus Network Support • Highway Network Management and Highways maintenance • New Transport Investments including highways improvements • Greater Lincolnshire Local Enterprise Partnership • Economic Development Projects including Broadband • Encouraging Enterprise through Support to Businesses • Heritage Services
Protecting and Sustaining the Environment	• Reducing Carbon Emissions • Flood Risk Management • Protecting and Enhancing the Natural and Built Environment • Waste Management • Waste Recovery and Recycling • Sustainable Planning
Sustaining and Growing Business and the Economy	• Improving Skills and Employability • Encourage enterprise through support to Business and our Growth Sectors • Attracting and Expanding Business Investment • Lobbying and Attracting Funding for Lincolnshire
Flood and Drainage Management Scrutiny	• The Environment, Economy and Transport Scrutiny Committee will also sit as the Flood and Drainage Management Scrutiny Committee with 7 District Councillors.
Health Scrutiny Committee for Lincolnshire	
• Review and scrutinise matters relating to the planning, commissioning, provision and operation of health services in Lincolnshire. • NHS Healthcare • Looking at decisions, policies or issues that affect local people • Making recommendations about how decisions or health services can be improved.	
Scrutiny Panels (x2)	
• Establishment of two Scrutiny Panels to undertake scrutiny review and other activity on behalf of the scrutiny committees, under the guidance of the Overview and Scrutiny Management Board.	

SCRUTINY PRIORITISATION TOOLKIT

Prioritisation is a key tool for successful scrutiny, selecting the right topics where scrutiny can add value is essential in order for scrutiny to be a positive influence on the work of the Council. Scrutiny Committees must be selective about what they look at and need to work effectively with limited resources. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

Identifying Topics

The questions below are a guide to help members and officers consider and identify key areas of scrutiny activity for consideration.

1. **Will Scrutiny input add value?**
   - Is there a clear objective for scrutinising the topic?
   - What are the identifiable benefits to residents and the council?
   - Is there evidence to support the need for scrutiny?
   - What is the likelihood of achieving a desired outcome?
   - Is the topic strategic and significant rather than relating to an individual complaint?
   - Are there adequate resources to ensure scrutiny activity is done well?

2. **Is the topic a concern to local residents?**
   - Does the topic have a potential impact for one or more section(s) of the local population?
   - Has the issue been identified by Members through surgeries and other contact with constituents?
   - Is there user dissatisfaction with service (e.g. increased level of complaints)?
   - Has the topic been covered in the local media or social media?

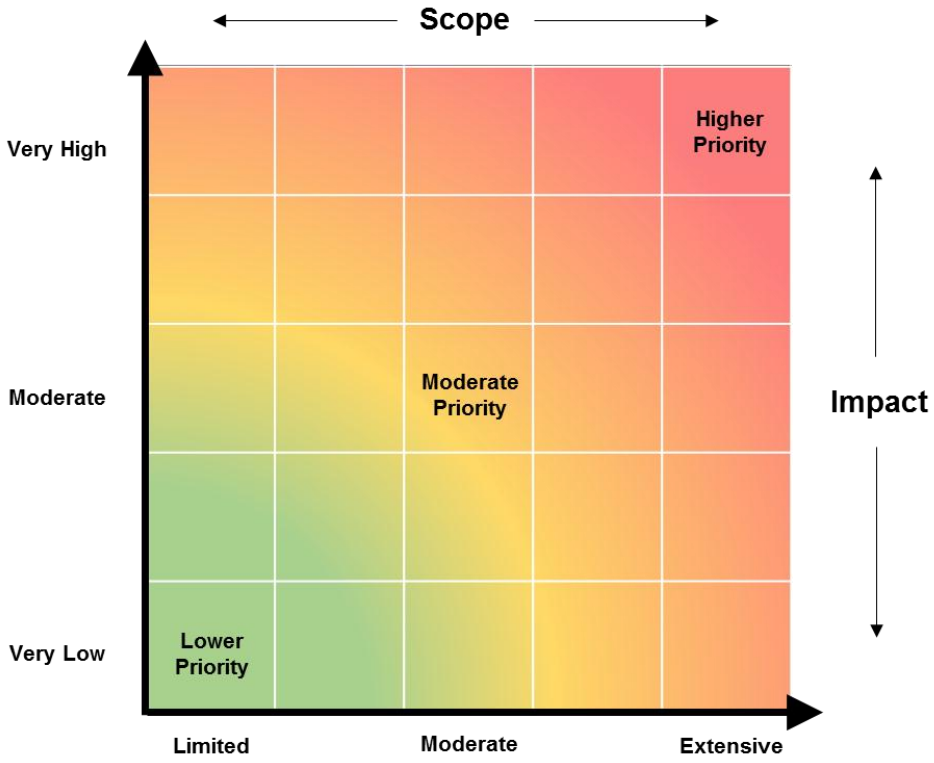
3. **Is it a Council or partner priority area?**
   - Does the topic relate to council corporate priority areas?
   - Is there a high level of budgetary commitment to the service/policy area?
   - Is it a poor performing service (evidence from performance indicators / benchmarking)?

4. **Are there relevant external factors relating to the issue?**
   - Central government priority area
   - New government guidance or legislation
   - Issues raised by an internal or external audit or from formal inspections, etc.
   - Key reports or new evidence provided by external organisations

5. **Criteria for <u>not</u> considering topics**
    - There is no scope for scrutiny to add value/make a difference or have a clear impact.
    - New legislation or guidance is expected within the next year.
    - The issue is being examined elsewhere - e.g. by the Executive, working group, officer group or other body.
    - The objective of scrutiny involvement cannot be achieved in the specified timescale required.

Prioritisation Matrix

The prioritisation matrix shown below is a framework to aid in prioritising a number of scrutiny options or topics. Each topic should be assessed in terms of the impact it would have and the overall scope of the activity.



When considering the scope and impact of a Scrutiny item it is important to consider the following areas:

- People / Communities
- Assets / Property
- Financial
- Environmental
- Reputation
- Likelihood of Impact
- Resource Required
- Cost Effectiveness

Prioritisation Tool

The prioritisation tool below can be used in deciding on whether an issue would warrant being considered by Scrutiny or the subject of a Scrutiny Review.

Does the topic affect a number of people living, working and studying in Lincolnshire?

Yes

Is the issue strategic and significant?

Yes

Can scrutiny add value? Is there evidence to support the need for scrutiny?

Yes

Will scrutiny topic be duplicating other work?

No

Is the topic likely to lead to effective outcomes?

Yes

Is the Council due to review the relevant policy area *(allowing scrutiny recommendations to influence the new direction to be taken)?*

Yes

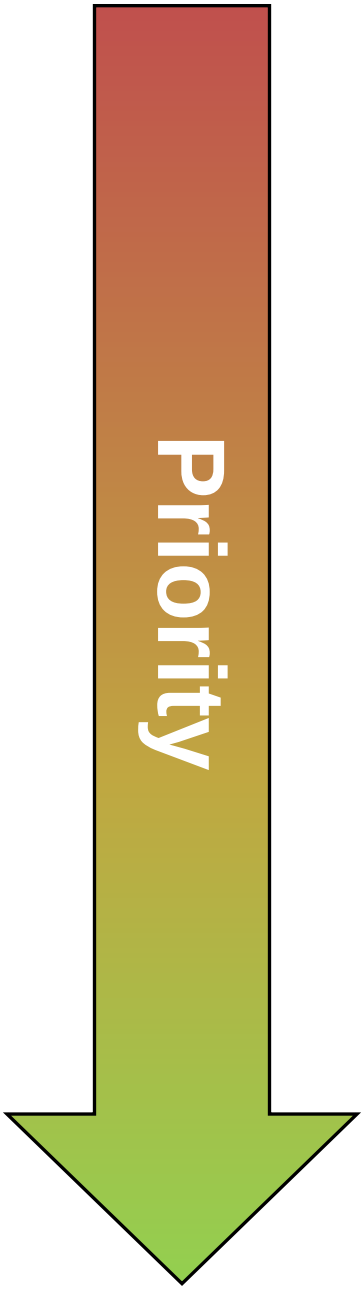
Are there adequate resources available to do the activity well?

Yes

Is the Scrutiny activity timely?

Yes

HIGH PRIORITY



Scrutiny Review Working Group

	Recommendation	Existing Position	Progress / Outcome from Working Group
Does Scrutiny Influence and what is the Impact?			
R1	**The Executive and Executive Members should provide formal and constructive feedback on why the views and/or recommendations of a scrutiny committee are not accepted.**	Feedback may be provided informally, for example, via the 'Statement by Executive Councillor' agenda item, which appears on some scrutiny committee agenda. However, there is currently no formal mechanism for Executive Councillors and the Executive to provide feedback to Scrutiny Committees in relation to their decisions and whether the recommendations from Scrutiny Committees in relation to these decisions have been taken into account. In relation to Scrutiny Review final reports from Scrutiny Committees, an action plan is produced by the Executive Councillor that sets out which recommendations have been accepted and the rationale for rejecting any recommendations.	The Review of Scrutiny Working Group discussed the Executive – Scrutiny relationship at its first four meetings and agreed that a protocol should be drafted to formalise the Executive – Scrutiny relationship. Feedback from the Executive and Executive Councillors has been formalised as part of the new Executive - Scrutiny Protocol under Section B.
R2	**The implementation of recommendations need to be formally and more consistently tracked and reported back to the Overview and Scrutiny Management Committee at regular intervals.**	The implementation of recommendations from Scrutiny Reviews is monitored on a regular basis by the parent Scrutiny Committee through the action plan produced by the Executive Councillor. However any recommendations from Scrutiny Committees are not currently formally tracked.	Recommendations from Scrutiny Committees to officers, Executive, Executive Councillors, and partner agencies will be tracked as part of a revised work programme report.

Recommendation		Existing Position	Progress / Outcome from Working Group
R3	**Scrutiny needs to get out of County Hall more and to look at new ways to engage the public in its work.**	Scrutiny Committees do occasionally hold meetings outside County offices when there is a report on a Scrutiny Committee's agenda which would warrant an offsite visit. Members of the public are allowed to speak at Scrutiny Committee meetings at the discretion of the Chairman and this has happened on a number of occasions. For Scrutiny Reviews, engaging with the public and undertaking visits are always encouraged wherever possible.	Scrutiny Committees can hold meetings offsite as required. However, consideration needs to be given to the potential costs involved in meeting offsite and the added value gained from holding a meeting offsite. Members of the public can speak at Scrutiny Committee meetings at the discretion of the Chairman provided adequate notice has been given. Scrutiny Panels are encouraged to engage with the public and undertake visits.
R4	**Scrutiny should call upon the support of corporate communications to demonstrate impacts and benefits of its work to both the council and wider community.**	A member of the Communications team attends pre-meetings and Scrutiny Committee meetings on a regular basis, and when media interest merits, facilitates interviews with the Chairman after the meeting.	The Review of Scrutiny Working Group felt that more discussions should take place with Communications to develop further support for scrutiny.

Recommendation		Existing Position	Progress / Outcome from Working Group
Capacity and Capability			
R5	**There needs to be a refresh of member training with unambiguous commitment to on-going training and development. This should include support for the development of 'softer skills'; the style and types of questions asked, the confidence and skill of members, the ability to probe and enquire in a challenging but non-abrasive way, are important factors in holding the Executive to account.**	The cross party Councillor Development Group identifies the training needs of all councillors and agrees a member training programme each year. Training sessions on Scrutiny, including questioning skills, have been previously provided.	The most recent scrutiny training session for all councillors was provided in February 2016 by an external provider. The Councillor Development Group currently reports to Group Leaders. The Review of Scrutiny Working Group felt that the Overview and Scrutiny Management Board should have an input into the training programme in relation to scrutiny.

	Recommendation	Existing Position	Progress / Outcome from Working Group
Agenda Setting and Work Programme			
R6	**Scrutiny committees must be selective about what they do look at, and what they do not look at. This requires firm leadership by the Chairmen and Vice-Chairmen, unambiguous and bold advice from officers, and acceptance by committee members that a fuller consideration of issues will require prioritisation of agenda items.**	In the first three years of this council term, Scrutiny Committees considered a total of 1,025 agenda items. In 458 instances (45%) consideration of the item led to a minute where the report or information was noted, with no other action recorded. This confirms the view that there are currently too many items on Scrutiny Committee agendas where the only outcome is to note. There is a need for more prioritisation to ensure that agendas are manageable and proper consideration can be given to the items on the agenda. The Scrutiny Committees should be focussing their efforts and time on strategic items relating to policy development, policy review, pre-decision scrutiny, post-decision scrutiny, performance and budget.	The Review of Scrutiny Working Group has agreed a Prioritisation toolkit which can be used for prioritising agenda items as required and items for Scrutiny Panels. Information reports will no longer be included on Scrutiny Committee agendas. Instead officers will be asked to provide short briefing papers which can be circulated to councillors outside Scrutiny Committee meetings.

Recommendation		Existing Position	Progress / Outcome from Working Group
R7	**The management of 'in-depth' reviews needs to become more streamlined and less-resource intensive, therefore becoming a more effective tool for enhancing the effectiveness and responsiveness of scrutiny.**	The current process for setting up scrutiny reviews by task and finish groups can take several weeks from the initial suggestion for a review. This process need to be speeded up.	The Review of Scrutiny Working Group has proposed that when a parent scrutiny committee requests a review, the scoping document is agreed with the Chairman and Vice Chairman of the Committee outside the formal meetings before it is submitted to OSMC for deciding whether a review should go ahead using the prioritisation toolkit. Nominations will then be sought from all Group Leaders to ensure political inclusiveness.
The Scrutiny Team			

Recommendation		Existing Position	Progress / Outcome from Working Group
R8	**The discussion and decisions at committees should be better reflected at Executive. The reports need to better reflect the range of perspectives, and indeed alternative options considered by the committee.**	In the past, report authors used to provide feedback from the Scrutiny Committee on their report to the Executive. However, the full flavour of the discussion was not always evident to the Executive.	Scrutiny Officers now write up the comments from Scrutiny Committees to ensure that the full range of views and suggestions are provided to decision makers. In addition, Chairmen and Vice Chairmen of Scrutiny Committees have attended Executive to better represent the views of the wider Committee. The Chairman of OSMC also attends each meeting of the Executive. This has been formalised as part of the Executive - Scrutiny Protocol under Section C.
R9	**Scrutiny officers should assume a greater advisory role, both on the process and content of the activity, including providing support in the framing of probing and productive lines of enquiry.**	Scrutiny Officers currently have the opportunity at agenda setting meetings to suggest key lines of inquiry / questioning based on draft reports. In addition Scrutiny Officers can include suggested lines of inquiry or questions in the Chairman's notes which they produce for each Scrutiny Committee meeting.	The Review of Scrutiny Working Group requested Scrutiny Officers to undertake a workload analysis to understand their capacity to support each committee and undertake a greater advisory role. This analysis was shared with the Working Group. The Working Group felt that it was for the Chief Executive to take a view on the role of the Scrutiny Officer.
Who is Scrutinised?			

Recommendation		Existing Position	Progress / Outcome from Working Group
R10	**Lincolnshire County Council should consider whether the balance between scrutiny of the Executive (through its members), and scrutiny of officers, is the right one. The Executive should more fully engage in scrutiny, and it needs to be more fully accepted as a core responsibility.**	There has been an expectation that Executive Councillors and/or Executive Support Councillors should attend Scrutiny Committee meetings to answer any questions raised by the Committee. There is now regular attendance by Executive Councillors and/or Executive Support Councillors at Scrutiny Committee meetings to facilitate a more constructive dialogue between Scrutiny Committees and the Executive.	The Review of Scrutiny Working Group fully supported more engagement with Executive Councillors and/or Executive Support Councillors at Scrutiny Committee meetings. This has been formalised as part of the Executive - Scrutiny Protocol under Section D.
Leadership			

Recommendation		Existing Position	Progress / Outcome from Working Group
R11	**There is a need for more effective leadership on scrutiny matters – and this leadership needs to be provided by the council itself by more 'unity of purpose' between the Executive, chairmen and vice-chairmen of scrutiny committees and senior managers.**	Leadership is currently provided by the Chairmen of Scrutiny Committees in conjunction with relevant senior managers. There is a need for more triangulation with Executive Councillors.	The Review of Scrutiny Working Group has suggested that an annual workshop should be held for all councillors in March each year following the Budget Council meeting to identify high priority topics to inform the scrutiny work programmes for the year ahead. It is expected that the Overview and Scrutiny Management Board will provide effective leadership and direct the work programmes for each Scrutiny Committee and the Scrutiny Panels. In addition the quarterly briefing meetings between the Chairman, Vice Chairman and Executive Councillor, as detailed in the Scrutiny-Executive Protocol under Section E, will further inform the work programme and develop stronger relationships and leadership between Executive and Scrutiny.
Oversight and Accountability			

Recommendation		Existing Position	Progress / Outcome from Working Group
R12	**The chairmen and vice-chairmen of scrutiny committee should be held accountable for their performance of their respective scrutiny committees, and jointly for the operation of the scrutiny process as a whole.**	The Chairman or Vice Chairman has an opportunity to provide an update on the work of their Scrutiny Committee at each meeting of the Overview and Scrutiny Management Committee (OSMC) through the Scrutiny Work Programme report. The other members of OSMC then have the opportunity to challenge the Chairman or Vice Chairman about the work of their Scrutiny Committee.	The Review of Scrutiny Working Group felt that the current arrangements for evaluating the work of each Scrutiny Committee should be revised to make it more effective in holding the Chairmen to account. The Working Group has suggested that in future the Scrutiny Work Programme report should be considered on a quarterly rota basis by the Overview and Scrutiny Management Board with an in depth report provided by scrutiny chairmen at each quarterly meeting. The Working Group also felt that the Chairmen of each Scrutiny Committee should be a member of the Overview and Scrutiny Management Board so that they could be held to account for the performance of their Scrutiny Committee.

Recommendation		Existing Position	Progress / Outcome from Working Group
R13	**Each committee should account annually for the impact of its work including tracking the implementation of recommendations and developing and directing the delivery of a co-ordinated work programme.**	The Overview and Scrutiny Annual Report provides an overview of the work of each Scrutiny Committee over the past year and topics each Scrutiny Committee will be considering over the following year. The implementation of recommendations from Scrutiny Reviews is monitored on a regular basis by the parent Scrutiny Committee through the action plan produced by the Executive Councillor. However any recommendations from Scrutiny Committees are not currently formally tracked.	Recommendations from Scrutiny Committees to officers, Executive, Executive Councillors, and partner agencies will be tracked as part of a revised work programme report. The Overview and Scrutiny Annual Report will be revised to become more outcome focussed.
The Relationship between Executive and Scrutiny			
R14	**Scrutiny chairmen should routinely attend the Executive meetings to present the conclusions and recommendations of their reviews. It would help develop relationship between the Executive and scrutiny leadership, and be a positive step in better articulating the breadth and intent of reviews.**	The Chairmen and Vice Chairmen of Scrutiny Committees now attend meetings of the Executive to better represent the views of the wider Committee. The Chairman of Overview and Scrutiny Management Committee also attends each meeting of the Executive. For in depth scrutiny reviews, the Chairman of the Scrutiny Committee and the Chairman of the task and finish group (if different) both attend the Executive to present the outcomes from the scrutiny review.	This is now in place and has been formalised as part of Section C of the Executive - Scrutiny Protocol.

	Recommendation	Existing Position	Progress / Outcome from Working Group
Culture and Behaviours			
R15	**The Overview and Scrutiny Management Committee, as the overarching scrutiny committee, should take a clearer and firmer role in driving forward and managing the scrutiny process and relevant committees, and provide the bridge between scrutiny and the Executive.**	The Overview and Scrutiny Management Committee monitors the work of the Scrutiny Committees through the work programme report at each meeting. The Chairman of Overview and Scrutiny Management Committee now attends each meeting of the Executive to provide feedback from Scrutiny Committees to the Executive.	This has been formalised as part of the Executive - Scrutiny Protocol under Section C.

	Recommendation	Existing Position	Progress / Outcome from Working Group
Sound and Effective Governance			
R16	**To secure a more effective system of scrutiny at the county council, there is a need to put in place a revised governance structure for scrutiny based on the following principles:** • **The Overview and Management Scrutiny Committee should take a leading role in delivering the revised approach to scrutiny, specifically agenda and work programming, relationships and culture, focus and prioritisation, in consultation with scrutiny chairs and vice-chairs, and the Executive.** • **The numbers of scrutiny committees are reduced.** • **The membership of scrutiny committees is reviewed to support greater consistency in the number of members that sit on each committee.** • **Scrutiny panels are established in support of scrutiny committees, with chairs and vice-chairs appointed on an annual basis.**	The Scrutiny Structure currently consists of nine Scrutiny Committees which includes the Overview and Scrutiny Management Committee (OSMC) as the overarching Scrutiny Committee. The OSMC currently monitors the work programme of each Scrutiny Committee. The membership of the current Scrutiny Committees varies from 11 to 21 members to reflect political proportionality and the inclusion of Added Members on some Scrutiny Committees. Currently, task and finish groups are established to conduct in depth reviews on behalf of Scrutiny Committees. It is proposed to replace task and finish groups with Scrutiny Panels with Chairmen and Vice Chairmen appointed on an annual basis.	The Review of Scrutiny Working Group felt that the new Overview and Scrutiny Management Board should take a stronger lead in the prioritisation of scrutiny topics and delivery of the Scrutiny Work Programmes. The new Scrutiny Structure will be based on the recommended "5 Plus One" Model which was agreed by Council in December 2015. The Review of Scrutiny Working Group has considered the membership of Scrutiny Committees. However, future membership of the Scrutiny Committees will need to reflect the political proportionality of the Council and the number of political groups after the May 2017 elections. Two Scrutiny Panels will be established to undertake in depth scrutiny.

	Recommendation	Existing Position	Progress / Outcome from Working Group
R17	**In considering the case for change and the relative merits of both options presented in Section 3 of this report, Lincolnshire County Council is recommended to implement a revised governance structure for scrutiny based on the '5 Plus One' model with the following scrutiny committees:** **Overview and Scrutiny Management Committee.** ***Plus*** **1. Adults Scrutiny Committee.** **2. Children and Young People Scrutiny Committee.** **3. Health Scrutiny Committee.** **4. Economy, Environment and Transport Scrutiny Committee.** 5. **Community Protection and Wellbeing Scrutiny Committee.**	The Scrutiny Structure currently consists of nine Scrutiny Committees, which are: 1. Overview and Scrutiny Management Committee 2. Adults Scrutiny Committee 3. Children and Young People Scrutiny Committee 4. Community and Public Safety Scrutiny Committee 5. Economic Scrutiny Committee 6. Environmental Scrutiny Committee (which also meets as Flood and Drainage Management Scrutiny Committee) 7. Health Scrutiny Committee 8. Highways and Transport Scrutiny Committee 9. Value for Money Scrutiny Committee	The Review of Scrutiny Working Group considered different structure options, branding and subject combinations based on the "5 Plus One" Model. The Working Group's recommendation is the following scrutiny structure from May 2017 onwards: 1. Overview and Scrutiny Management Board 2. Adults and Public Health Scrutiny Committee 3. Children and Young People Scrutiny Committee 4. Communities and Public Protection Scrutiny Committee 5. Environment, Economy and Transport Scrutiny Committee (which will also meet as Flood and Drainage Management Scrutiny Committee) 6. Health Scrutiny Committee In addition there will be two Scrutiny Panels to carry out in depth scrutiny.

This page is intentionally left blank

Lincolnshire COUNTY COUNCIL
Working for a better future

Policy and Scrutiny

Open Report on behalf of Tony McArdle, Chief Executive	
Report to:	**Overview and Scrutiny Management Committee**
Date:	**24 November 2016**
Subject:	**Council Business Plan 2016 - 2017 Performance Report, Quarter Two**

Summary:

This report presents Quarter 2 (Q2) performance against the Council Business Plan.

Actions Required:

The Overview and Scrutiny Management Committee is invited to review the Q2 performance and proposals for presenting historical performance trends and highlight any recommendations or further actions required.

1. Background

The Council Business Plan 2016/2017 was approved by Council on 19 February 2016. This report provides the Committee with highlights of Quarter 2 (Q2) performance. The full range of infographics is available to view on this link, username and password will be emailed to all Councillors along with the papers for the meeting. Once Q2 performance has been discussed by the Executive on 6th December 2016 and feedback has been considered the performance information will be publicly available on the website. In order to assist Councillors to see areas of performance they may be interested in on the website a table with a link to the relevant web page for services within the Council Business Plan is detailed in Appendix C.

Headlines Quarter 2 performance

Of the 15 commissioning strategies reported in Q2:-

8 have performed really well (all measures achieved);
5 have performed well (all but 1 measure achieved);
2 have mixed performance.

The following 2 commissioning strategies are reported annually in Q4:-

- Readiness for school;

- Sustaining and developing prosperity through infrastructure.

The good news

The following commissioning strategies have performed really well (all measures reported in Q2 were achieved):-

Children are safe and healthy
Learn and achieve
Safeguarding adults
Sustaining and growing business and the economy
Wellbeing
How we effectively target our resources (Combination of 3 commissioning strategies)

Commissioning strategies performed well (all but 1 measure reported in Q2 was achieved).

- Adult Frailty, long term conditions and physical disability 'permanent admissions to residential and nursing care homes aged 65+' is higher than expected as the number of older people requiring residential placements appears to have been caused by discharge pressures in hospitals, increasingly complex needs and availability of alternative home based support in the community.
- Carers 'carers supported in the last 12 months' has not achieved the target as although requests from new carers is increasing, it is not at the rate initially anticipated.
- Community Resilience and Assets performance of 'core visits to libraries and mobile libraries' was not achieved in July or September but was achieved in August due to the summer reading challenge.
- Protecting and sustaining the environment 'household waste recycled' is higher than at the same stage in 2015/2016. The service is forecasting an overall recycling rate of 47.4%, which is marginally higher than last year. The aspirational target of 55% was set in the Joint Municipal Waste Management Strategy which needs to be addressed in the production of a revised strategy.
- Specialist Adult Services performance is expected to improve in quarters 3 and 4 for 'adults who received a review of their needs' and each area team has a plan to deliver reviews to meet the annual target by year end.

Mixed performance

The following commissioning strategies are reporting mixed performance with some measures achieving and some measures not achieving.

- Readiness for Adult Life 2 of the measures where performance has not been achieved relate to participation in learning. Q2 performance is usually lower than forecast at year end due to a lag in verifying data and the service expects performance to improve. The other measure that has not achieved

the target is 'achievement gap between disadvantaged pupils and their peers' and although the service has provided an offer of 2 days training, the take up of the training, networks and events by schools has been poor over the past year. The service has no powers of intervention in the vast majority of secondary schools as they are academies and this gap will be the subject of service challenge to the Regional Schools Commissioner.

- Protecting the public however, on closer inspection each of the outcomes within this commissioning strategy that can be compared with a target in Q2 performed well (all but 1 measure reported in Q2 was achieved) with the exception of the outcome 'Reduce Adult Reoffending' where both measures did not achieve the target and service explanations are summarised below:-

- 'satisfaction with response to crime and antisocial behaviour' the service is considering further work to better understand the drop in performance; and
- 'adults reoffending' where a clear strategy is now in place targeting resources to known individuals who impact most on victims and communities.

Proposed changes to reporting performance against the Council Business Plan 2016/17

Targets for 2016/2017 published in the Council Business Plan in February were informed by the latest available performance information at the time of writing the plan (2015/2016 Q2), with the following caveats:

i) The targets are subject to change to reflect:-
- 2015/2016 out turns;
- Changes in the wider economy;
- Nature of demand; and
- Consequences of any service reductions

ii) The Council Business Plan will be reviewed as part of quarterly performance reporting with any proposed changes to reporting agreed by the Executive.

The relevant Executive Councillors have been consulted and recommendations for proposed changes to reporting are set out in Appendix A of this report.

Proposed way of presenting historical performance trends

During discussion of Q4 performance against the Council Business Plan 2015/2016, Members asked if performance trends over a number of years could be included in the infographics. This is possible for Council Business Plan measures where services have consistently reported performance using the same definition. Appendix B details how performance trends over a number of years could be presented for Members to consider.

2. Conclusion

An overview of performance against the Council Business Plan is within the remit of the Overview and Scrutiny Management Committee and this report highlights

performance for Quarter 2. Committee members can view all of the infographics on the following link.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Proposed changes to reporting performance against the Council Business Plan 2016/17.
Appendix B	Proposed way of presenting historical performance trends.
Appendix C	Links to performance measures by service area.

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 Jasmine Sodhi, who can be contacted on 01522 552124 or jasmine.sodhi@lincolnshire.co.uk.

Appendix A

Proposed changes to reporting performance against the Council Business Plan 2016/17

Trading Standards

In September, when discussing Q1 performance, Executive agreed to:-

- Amend 'Illicit alcohol and tobacco seized' to show actual products seized (previously the average number of products seized per operation was reported) (measure 1)
- Expand the definition of 'Unsafe goods removed from the market' to also include illicit (largely counterfeit) goods (measure 2).

The relevant Executive Councillor has been consulted and recommends that the following targets are amended to reflect these changes. These revised targets are reflected in the Q2 infographics for these measures.

Revised Measure	Proposed revised target 2016/2017
Illicit alcohol and tobacco seized (measure 1)	3,918 products
Unsafe goods removed from the market (measure 2).	24,000 products

The relevant Executive Councillor has been consulted and recommends that the target for 'high risk premises inspected by Trading Standards' is amended to reflect national negotiations with the Food Standards Agency and changes to reclassification or premises which is a dynamic process.

Measure	2015/2016 Target	2015/2016 Actual	2016/2017 target published in February 2016	Proposed revised target 2016/2017
High risk premises inspected by Trading Standards (measure 3)	216 Premises inspected	208 Premises inspected	263 Premises inspected	363 Premises inspected

Voluntary and community groups actively supported in Lincolnshire

The relevant Executive Councillor has been consulted and recommends that the following target is amended as the grant funding agreement between Public Health and Community Lincs ended on 31st March 2016. The original target of 2,000 published in the Council Business Plan 2016/2017 included 600 voluntary and community groups actively supported by Community Lincs. The proposed revised

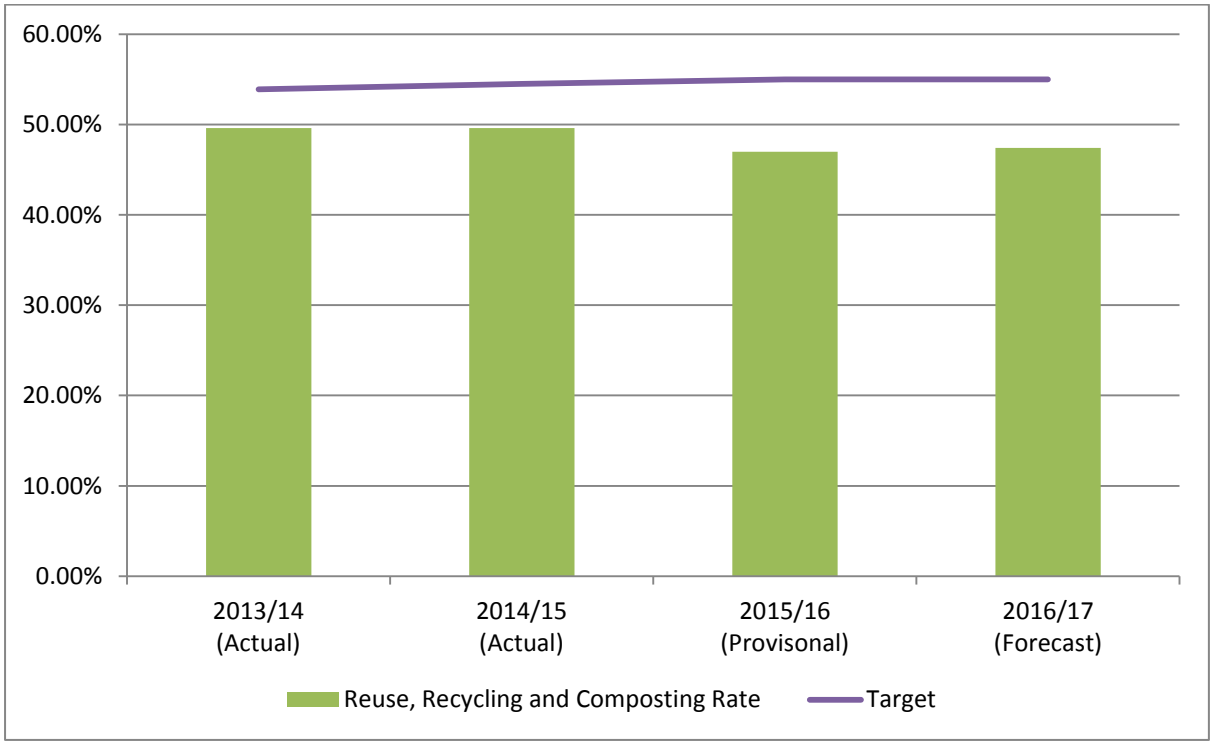
target of 1,400 accurately reflects the current service contracts and is reflected the Q2 infographic for this measure.

Measure	2015/2016 Target	2015/2016 Actual	2016/2017 target published in February 2016	Proposed revised target 2016/2017
Voluntary and community groups/organisations actively supported by Voluntary Sector infrastructure organisations in Lincolnshire (measure 39)	2,000	2,490	2,000	1,400

Appendix B

Proposed way of presenting historical performance trends

Household waste sent for recycling, reuse or composting



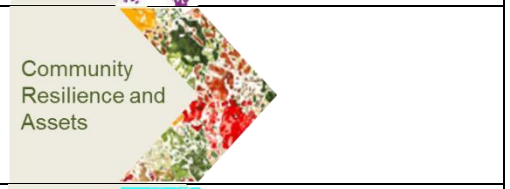
	2013/14 (Actual)	2014/15 (Actual)	2015/16 (Provisonal)	2016/17 (Forecast)
Household Waste sent for recycling, reuse or composting Tonnes	166,309.45	169,723.36	161,380.45	167,177.46
Total Household Waste Collected Tonnes	335,215.86	342,131.95	343,573.52	352,537.42
Reuse, Recycling and Composting Rate %	**49.61%**	**49.61%**	**46.97%**	**47.42%**
Target %	**53.90%**	**54.50%**	**55.00%**	**55.00%**

This page is intentionally left blank

Appendix C - Links to performance measures by service area

Adult Care Frailty and long term conditions	http://www.research-lincs.org.uk/CBP-Wellbeing-page-final.aspx	
Adult Care Learning disability, autism, mental health	http://www.research-lincs.org.uk/CBP-Wellbeing-page-final.aspx	
Adult Care - Safeguarding	http://www.research-lincs.org.uk/CBP-Communities-page-final.aspx	
Alcohol Treatment	http://www.research-lincs.org.uk/CBP-Wellbeing-page-final.aspx	
Carers	http://www.research-lincs.org.uk/CBP-Wellbeing-page-final.aspx	
Children – looked after children	http://www.research-lincs.org.uk/CBP-Communities-page-final.aspx	

Crime	http://www.research-lincs.org.uk/CBP-Communities-page-final.aspx	
Domestic Abuse	http://www.research-lincs.org.uk/CBP-Communities-page-final.aspx	
Early Years	http://www.research-lincs.org.uk/CBP-Wellbeing-page-final.aspx	
Economy	http://www.research-lincs.org.uk/CBP-Businesses-page-final.aspx	
Educational attainment	http://www.research-lincs.org.uk/CBP-Businesses-page-final.aspx	
Environment	http://www.research-lincs.org.uk/CBP-Businesses-page-final.aspx	

Fires	http://www.research-lincs.org.uk/CBP-Communities-page-final.aspx	
Heritage	http://www.research-lincs.org.uk/CBP-Wellbeing-page-final.aspx	
Information Governance	http://www.research-lincs.org.uk/CBP-Resources-Final.aspx	
Libraries	http://www.research-lincs.org.uk/CBP-Wellbeing-page-final.aspx	
Looked After Children	http://www.research-lincs.org.uk/CBP-Communities-page-final.aspx	
Property	http://www.research-lincs.org.uk/CBP-Resources-Final.aspx	

Public Health	http://www.research-lincs.org.uk/CBP-Wellbeing-page-final.aspx	
Road Safety	http://www.research-lincs.org.uk/CBP-Communities-page-final.aspx	
Trading Standards	http://www.research-lincs.org.uk/CBP-Communities-page-final.aspx	
Voluntary and community groups	http://www.research-lincs.org.uk/CBP-Wellbeing-page-final.aspx	
Young People - supported to reach their potential	http://www.research-lincs.org.uk/CBP-Wellbeing-page-final.aspx	

Lincolnshire COUNTY COUNCIL
Working for a better future

Policy and Scrutiny

Open Report on behalf of Richard Wills, Director responsible for Democratic Services	
Report to:	**Overview and Scrutiny Management Committee**
Date:	**24 November 2016**
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 2016/17. The Committee is invited to consider and comment on the content of the work programmes.

Actions Required:

1. To approve 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 December 2016 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 Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, who can be contacted on 01522 552840 or by e-mail at nigel.west@lincolnshire.gov.uk

APPENDIX A

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

WORK PROGRAMME

24 November 2016		
Item	**Contributor**	**Purpose**
Call-in (if required)		Call-in
Councillor Call for Action (if required)		CCfA
Financial Standing of the County Council in Advance of the 2017/18 Budget Cycle	David Forbes, County Finance Officer	Budget Scrutiny
Review of Financial Risk Assessment	David Forbes, County Finance Officer	Budget Scrutiny
Proposed New Scrutiny Arrangements	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Review Activity
2016/17 Council Business Plan Quarter 2	Jasmine Sodhi Performance and Equalities Manager	Budget Scrutiny / Performance Scrutiny
Overview and Scrutiny Work Programme	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Status Report

22 December 2016		
Item	**Contributor**	**Purpose**
Call-in (if required)		Call-in
Councillor Call for Action (if required)		CCfA
Overview and Scrutiny Work Programme	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Status Report

26 January 2017		
Item	**Contributor**	**Purpose**
Call-in (if required)		Call-in
Councillor Call for Action (if required)		CCfA
Revenue and Capital Budget Monitoring Report 2016/17	David Forbes, County Finance Officer	Pre-Decision Scrutiny (Executive Decision on 7 February 2017)
Council Budget 2017/18	David Forbes, County Finance Officer	Budget Scrutiny

26 January 2017		
Item	**Contributor**	**Purpose**
Council Business Plan 2017/18	Jasmine Sodhi Performance and Equalities Manager	Pre-Decision Scrutiny (Executive Decision on 7 February 2017)
Overview and Scrutiny Work Programme	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Status Report

23 February 2017		
Item	**Contributor**	**Purpose**
Call-in (if required)		Call-in
Councillor Call for Action (if required)		CCfA
2016/17 Council Business Plan Quarter 3	Jasmine Sodhi Performance and Equalities Manager	Budget Scrutiny / Performance Scrutiny
Overview and Scrutiny Work Programme	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Status Report

30 March 2017		
Item	**Contributor**	**Purpose**
Call-in (if required)		Call-in
Councillor Call for Action (if required)		CCfA
Overview and Scrutiny Work Programme	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Status Report

For more information about the work of the Overview and Scrutiny Management Committee please contact Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, on 01522 552840 or by e-mail at nigel.west@lincolnshire.gov.uk

APPENDIX B

SCRUTINY COMMITTEE WORK PROGRAMMES

ADULTS SCRUTINY COMMITTEE

Chairman: Councillor Hugo Marfleet
Vice Chairman: Councillor Rosie Kirk

24 November 2016 – 1.30 pm
Visit to Carers Team, Customer Service Centre.

30 November 2016 – 10.00 am		
Item	**Contributor**	**Purpose**
Lincolnshire Sensory Services Progress Report	Marie Kaempfe-Rice, Senior Commercial and Procurement Officer Representatives from: • Action on Hearing Loss • Lincoln and Lindsey Blind Society • South Lincolnshire Blind Society	Status Report
Adult Care – Quarter 2 Performance Information	Emma Scarth, County Manager, Performance, Quality and Development	Performance Scrutiny
Adult Care – Quarter 2 Budget Monitoring	Steve Houchin, Head of Finance, Adult Care	Budget Scrutiny
Minutes of the Safeguarding Scrutiny Sub Group Meeting – 28 September 2016	Catherine Wilman, Democratic Services Officer	Update Report

11 January 2017 – 10.00 am		
Item	**Contributor**	**Purpose**
Adult Social Care – Budget Proposals 2017-18	Steve Houchin, Head of Finance, Adult Care	Budget Scrutiny
Better Care Fund: Narrative Plan for 2017/18 – 2018/19	David Laws, Better Care Fund and Financial Special Projects Manager	Budget Scrutiny

11 January 2017 – 10.00 am		
Item	**Contributor**	**Purpose**
Adults with Learning Disabilities – Items referred to in Local Account - Employment and Health Care	Justin Hackney, Assistant Director of Social Services – Specialist Adult Services	Status Report

22 February 2017 – 10.00 am		
Item	**Contributor**	**Purpose**
Adult Care – Quarter 3 Performance Information	Emma Scarth, County Manager, Performance, Quality and Development	Performance Scrutiny

For more information about the work of the Adults Scrutiny Committee please contact Simon Evans, Health 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

25 November 2016		
Item	**Contributor**	**Purpose**
Theme Performance: Quarter 2	Sally Savage Chief Commissioning Officer – Children's	Performance Scrutiny
The Future of the Music Service – Update	John O'Connor Children's Services Manager: Education Support	Pre-Decision Scrutiny (Executive Councillor decision on 9 December 2016)
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Update	Cllr Ron Oxby Chairman of the Sub Group	Member Report
Centre for Public Scrutiny's Guide to Scrutinising Children's Safeguarding Arrangements – Key Scrutiny Questions for Safeguarding – Questions 8, 9, 13, 14	Janice Spencer Assistant Director – Children's (Safeguarding)	Performance Scrutiny
Council's Response to "Schools that work for everyone" – Government Consultation	Heather Sandy Chief Commissioner - Learning	Consultation (Closing date is 12 December 2016)

20 January 2017		
Item	**Contributor**	**Purpose**
Budget Proposals 2017/18	Debbie Barnes Executive Director of Children's Services	Budget Scrutiny
Sector Led Model for School Improvement – Update Report	Gavin Booth Children's Services Manager – Education Strategy	Policy Review
Outcomes from School Performance Working Groups	Martin Smith Children's Services Manager - School Standards Kieran Barnes Head of the Virtual School for Looked After Children	Member Report
Joint Targeted Area Inspection on Domestic Abuse - Outcomes	Debbie Barnes Executive Director of Children's Services	Performance Scrutiny
Corporate Parenting Panel Update	Cllr David Brailsford Chairman of the Panel	Member Report

10 March 2017		
Item	**Contributor**	**Purpose**
Lincolnshire Local Authority School Performance 2015-16	Martin Smith Children's Service Manager - School Standards	Performance Scrutiny
Theme Performance: Quarter 3	Sally Savage Chief Commissioning Officer – Children's	Performance Scrutiny
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Update	Cllr Ron Oxby Chairman of the Sub Group	Member Report
Centre for Public Scrutiny's Guide to Scrutinising Children's Safeguarding Arrangements Guide – Key Scrutiny Questions for Safeguarding – Questions 18, 20, 21	Janice Spencer Assistant Director – Children's (Safeguarding)	Performance Scrutiny
Partners in Practice Update	Debbie Barnes Executive Director of Children's Services	Update Report
Additional Item		

For more information about the work of the Children and Young People Scrutiny Committee please contact Tracy Johnson, Senior 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

14 December 2016		
Item	**Contributor**	**Purpose**
Update on the recruitment and retention of retained Firefighters	Nick Borrill, Acting Chief Fire Officer	Update Report
Lincolnshire Community Assistance Scheme (LCAS) Update	Nicole Hilton, Community Assets and Resilience Commissioning Manager	Status Report
Performance Report, Quarter 2 – (1 July to 30 September 2016)	Daryl Pearce, County Officer Public Protection; Nicole Hilton, Community Assets and Resilience Commissioning Manager; Robin Bellamy, Assistant Director Public Health Commissioning, Nick Borrill, Acting Chief Fire Officer	Performance Scrutiny
Neighbourhood Policing update	Daryl Pearce, County Officer Public Protection	Update Report
Volunteer Support Service Commissioning	Nicole Hilton, Community Assets and Resilience Commissioning Manager	Pre-Decision Scrutiny Executive: 4 January 2017

25 January 2017		
Item	**Contributor**	**Purpose**
'Meet and Greet' Session with the new supplier of the Community Substance Misuse Treatment Services	Tony McGinty, Consultant in Public Health	Workshop
Budget Proposals 2017/18	Michelle Grady, Head of Finance (Communities)	Budget Scrutiny
Update on Bespoke Business Advice Provided by Trading Standards	Sara Barry, Safer Communities Manager	Policy Review
Community Safety - Sexual Violence Update	Sara Barry, Safer Communities Manager	Update Report

09 March 2017 Fire & Rescue Training Facility, Waddington		
Item	**Contributor**	**Purpose**
Future Sustainability of the Lincolnshire Archive	Nicole Hilton, Community Assets and Resilience Commissioning Manager	Workshop
Quarter 3 Performance - 1 October to 31 December 2016	Daryl Pearce, County Officer Public Protection; Nicole Hilton, Community Assets and Resilience Commissioning Manager; Robin Bellamy, Assistant Director Public Health Commissioning, Nick Borrill, Acting Chief Fire Officer	Performance Scrutiny

For more information about the work of the Community and Public Safety Scrutiny Committee please contact Daniel Steel, Scrutiny Officer, on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

ECONOMIC SCRUTINY COMMITTEE

Chairman: Councillor Tony Bridges
Vice Chairman: Councillor Chris Pain

29 November 2016		
Item	**Contributor**	**Purpose**
Lincoln Science and Innovation Park including the new Boole Technology Centre	Tom Blount Director of the Lincoln Science and Innovation Park	Status Report
Tourism Review Update and Historic Lincoln Plans for 2017 (Commemoration of Battle of Lincoln Fair etc)	Mary Powell Commissioning Manager (Tourism)	Update Report
Theme Performance: Quarter 2	Justin Brown Enterprise Commissioner	Performance Scrutiny
Single Local Growth Fund Accountable Body Progress Report	Linsay Hill Pritchard Principal Commissioning Officer (Accountable Body)	Performance Scrutiny
Place Marketing – Update	Ruth Carver Commissioning Manager (LEP)	Update Report

10 January 2017		
Item	**Contributor**	**Purpose**
Budget Proposals for 2017/18	Andy Gutherson County Commissioner for Economy and Place Michelle Grady, Head of Finance (Communities)	Budget Scrutiny
Training to Fill Hard-to-fill Vacancies (Progress with ESF opt-ins etc)	Clare Hughes Principal Commissioning Officer (LEP)	Status Report
Fund of Funds Update and Next Steps	Samantha Harrison Commissioning Manager (Enterprise)	Update Report
LCC Investor Promotion Activity	Jill McCarthy Principal Officer Growth	Policy Development

21 February 2017		
Item	**Contributor**	**Purpose**
Theme Performance: Quarter 3	Justin Brown Enterprise Commissioner	Performance Scrutiny
Midlands Engine / Northern Powerhouse	Justin Brown Enterprise Commissioner	Status Report
Medical Sector Training in Lincolnshire (EXEMPT)	Professor Sara Owen University of Lincoln	Status Report

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

ENVIRONMENTAL SCRUTINY COMMITTEE
FLOOD AND DRAINAGE MANAGEMENT SCRUTINY COMMITTEE

Chairman: Councillor Lewis Strange
Vice Chairman: Councillor Mrs Victoria Ayling

02 December 2016 **Environmental Scrutiny Committee**		
Item	**Contributor**	**Purpose**
Performance Report, Quarter 2 (1 July to 30 September 2016)	Sean Kent, Group Manager Environmental Services	Performance Scrutiny
Update on English Coastal Path	Chris Miller, Team Leader – Countryside Services	Update Report

09 December 2016 **Flood and Drainage Management Scrutiny Committee**		
Item	**Contributor**	**Purpose**
Insurance Industry Update (FLOOD RE Scheme)	Seth Williams, Head of Public Affairs, Association of British Insurers	Status Report
Water Recycling Centres Update	Brian Kane, Regional Treatment Manager (Anglian Water)	Update Report
Update from Severn Trent Water	Adam Boucher, Wholesale Operations Waste Team Manager	Update Report
Environment Agency Update	Deborah Campbell, Flood and Coastal Risk Manager; (Environment Agency)	Update Report
Verbal update from the Water Companies and Statutory Consultee Planning Application Process Working Group	Mark Welsh, Flood Risk and Development Manager	Verbal Update
Stamp End Flood Alleviation Scheme – Update	Mark Welsh, Flood Risk and Development Manager	Presentation
Investigations held under Section 19 of the Flood and Water Management Act 2010	Mark Welsh, Flood Risk and Development Manager	Update Report

13 January 2017 **Environmental Scrutiny Committee**		
Item	**Contributor**	**Purpose**
Revenue and Capital Budget Proposals 2017/18	Michelle Grady, Head of Finance (Communities)	Budget Scrutiny
Outcome of Lincolnshire Waste Partnership Audit	Sean Kent, Group Manager Environmental Services	Status Report

03 March 2017 **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 and Development Manager	Update Report
Environment Agency Update	Deborah Campbell, Flood and Coastal Risk Manager (Environment Agency)	Update Report
Environmental Scrutiny Committee		
Item	**Contributor**	**Purpose**
Performance Report, Quarter 3 (1 October to 31 December 2016)	Sean Kent, Group Manager Environmental Services	Performance Scrutiny

For more information about the work of the Environmental Scrutiny Committee & Flood and Drainage Management Scrutiny Committee please contact Daniel Steel, Scrutiny Officer on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE

Chairman: Councillor Mrs Christine Talbot
Vice Chairman: Councillor Chris Brewis

21 December 2016		
Item	**Contributor**	**Purpose**
Congenital Heart Disease Services – Consultation	Will Huxter, Regional Director of Specialised Commissioning (London), Congenital Heart Disease Programme Implementation	Consultation
Lincolnshire West Clinical Commissioning Group Update	Sarah Newton, Chief Operating Officer, Lincolnshire West Clinical Commissioning Group	Status Report

18 January 2017		
Item	**Contributor**	**Purpose**
NHS Improvement – Improving NHS in Lincolnshire	Jeff Worrall (to be confirmed)	Status Report
United Lincolnshire Hospitals NHS Trust - Pharmacy Services	Colin Costello, Director of Pharmacy and Medicines Optimisation, United Lincolnshire NHS Trust	Update Report
Transforming Care: Community Learning Disabilities Support: Long Leys Court	To be confirmed	Consultation
Community Pharmacy 2016/17 and Beyond	Steve Mosley, Chief Officer, Lincolnshire Local Pharmaceutical Committee	Update Report
LIVES [Lincolnshire Integrated Volunteer Emergency Services]	To be confirmed	Update Report

15 February 2017		
Item	**Contributor**	**Purpose**
St Barnabas Hospice	Chris Wheway, Chief Executive, St Barnabas Hospice	Update Report
East Midlands Ambulance Service	Blanche Lentz, Lincolnshire Divisional Manager, East Midlands Ambulance Service NHS Trust	Update Report

15 February 2017		
Item	**Contributor**	**Purpose**
South West Lincolnshire CCG Update	To be confirmed	Update Report
Obesity in Adults and Children	To be confirmed	Update Report
Reducing Alcohol Harm in Lincolnshire	To be confirmed	Update report
Butterfly Hospice	To be confirmed	Update report

For more information about the work of the Health Scrutiny Committee for Lincolnshire please contact Simon Evans, Health 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

28 November 2016		
Item	**Contributor**	**Purpose**
Performance Report, Quarter 2 (1 July to 30 September 2016)	Paul Rusted, Infrastructure Commissioner	Performance Scrutiny
Future Service Delivery Update	Paul Rusted, Infrastructure Commissioner	Update Report
Winter Maintenance Update	David Davies, Principal Maintenance Engineer	Update Report

23 January 2017		
Item	**Contributor**	**Purpose**
Boston Transport Strategy	Richard Hardesty, Senior Project Leader	Pre-Decision Scrutiny **Executive Councillor: 24 – 31 January 2017**
Revenue and Capital Budget Proposals 2017/18	Michelle Grady, Head of Finance (Communities)	Budget Scrutiny
Major Schemes Update	Paul Rusted, Infrastructure Commissioner	Update Report
CCTV Pilot Scheme for Parking enforcement outside schools update	Matt Jones, Parking Services Manager	Update Report

27 February 2017		
Item	**Contributor**	**Purpose**
Performance Report, Quarter 3 (1 October to 31 December 2016)	Paul Rusted, Infrastructure Commissioner	Performance Scrutiny
Speed Limit Policy and Traffic Policy for Schools Update	Graeme Butler, Project and Technical Support Manager; Andy Wharff, Area Highways Manager	Policy Review
Street Lighting Transformation Project Update	Richard Hardesty, Senior Project Leader	Update Report

For more information about the work of the Highways and Transport Scrutiny Committee please contact Daniel Steel, Scrutiny Officer on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

VALUE FOR MONEY SCRUTINY COMMITTEE

Chairman: Councillor Mrs Angela Newton
Vice Chairman: Councillor Mrs Jackie Brockway

17 January 2017		
Item	**Contributor**	**Purpose**
Revenue and Capital Budget Proposals 2017/18	Claire Machej, Head of Finance (Corporate)	Budget Scrutiny
Housing Company Business Case Update	Kevin Kendall, County Property Officer	Status Report
Performance of the Corporate Support Services Contract	Judith Hetherington-Smith, Chief Information and Commissioning Officer	Performance Scrutiny

28 February 2017		
Item	**Contributor**	**Purpose**
Performance of the Corporate Support Services Contract	Judith Hetherington-Smith, Chief Information and Commissioning Officer	Performance Scrutiny
Treasury Management Update 2016/17 - Quarter 3 Report to 31 December 2016	Karen Tonge, Treasury Manager	Performance Scrutiny
Treasury Management Strategy Statement and Annual Investment Strategy 2017/18	Karen Tonge, Treasury Manager	Annual Report

For more information about the work of the Value of Money Scrutiny Committee please contact please contact Daniel Steel, Scrutiny Officer, on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

APPENDIX C

Task and Finish Group Review Activity

(as at 16 November 2016)

Current Reviews

Committee	Task & Finish Group	Next Meeting(s)	Completion Date

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 16 November 2016)

Committee	Working Group	Meeting Date(s)	Notes (if Any)
Overview and Scrutiny Management Committee	Brexit	24 November 2016	The Working Group comprises Councillors T Bridges, R L Foulkes, A J Jesson, Mrs M J Overton MBE, R B Parker and Mrs A M Newton, and Added Member Mr S Rudman
Children and Young People Scrutiny Committee	School Performance	22 November 2016	The Working Group comprises Councillors D Brailsford, Mrs J Brockway, S R Dodds, J D Hough, Mrs H N J Powell and Mrs L A Rollings.
Children and Young People Scrutiny Committee	Safeguarding Children Focus Group	To Be Arranged	Members of the Children and Young People Scrutiny Committee.
Flood and Drainage Management Scrutiny Committee	River Steeping	To Be Arranged. (Expected – January 2017)	The Working Group comprises Councillors C L Strange, A Bridges, M Brookes, C Pain, I G Fleetwood (West Lindsey District Council) as well as Eddie Poll, Chair of the Anglia (Northern) Regional Flood and Coastal Committee (RFCC)

PUBLISH DATE 2 NOVEMBER 2016

Lincolnshire COUNTY COUNCIL
Working for a better future

FORWARD PLAN OF KEY DECISIONS FROM 01 DECEMBER 2016

DEC REF	MATTERS FOR DECISION	REPORT STATUS	DECISION MAKER AND DATE OF DECISION	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE CONSIDERED	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, Newland, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
I012112	Rose House, Lincoln - Forward Strategy	Open	Executive 6 Dec 2016	Value for Money Scrutiny Committee	Report	Group Manager Economic Development Tel: 01522 550600 Email: paul.wheatley@lincolnshire.gov.uk	
I012504	Council Budget 2017/18	Open	Executive 20 Dec 2016		Report	County Finance Officer Tel: 01522 553642 Email: david.forbes@lincolnshire.gov.uk	All Divisions
I012283	Council Budget 2017/18	Open	Executive 7 Feb 2017	Overview and scrutiny committees	Report	County Finance Officer Tel: 01522 553642 Email: david.forbes@lincolnshire.gov.uk	All Divisions
I011794	Revenue and Capital Budget Monitoring Report 2016/17	Open	Executive 7 Feb 2017	Overview and Scrutiny Management Committee	Report	County Finance Officer Tel: 01522 553642 Email: david.forbes@lincolnshire.gov.uk	All Divisions
I011792	Review of Financial Performance Report 2016/17	Open	Executive 4 Jul 2017	Overview and Scrutiny Management Committee	Report	County Finance Officer Tel: 01522 553642 Email: david.forbes@lincolnshire.gov.uk	All Divisions

Lincolnshire COUNTY COUNCIL
Working for a better future

FORWARD PLAN OF KEY DECISIONS FROM 01 DECEMBER 2016

DEC REF	MATTERS FOR DECISION	REPORT STATUS	DECISION MAKER AND DATE OF DECISION	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE CONSIDERED	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, Newland, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED

EXECUTIVE MEMBERS

Councillor Name	**Portfolio**
Councillor M J Hill OBE (Leader of the Council)	Governance, Communications, Commissioning, Finance and Property
Councillor Mrs P A Bradwell (Deputy Leader)	Adult Care, Health and Children's Services
Councillor C J Davie	Development *(Economic Development, Environment, Planning and Tourism)*
Councillor R G Davies	Highways, Transport and IT
Councillor R A Shore	Waste and Recycling
Councillor Mrs S Woolley	NHS Liaison and Community Engagement
Councillor C N Worth	Culture and Emergency Services *(Libraries, Heritage, Culture, Registration and Coroners Service, Fire and Rescue and Emergency Planning)*
Councillor B Young	Community Safety and People Management *(Crime Reduction, Trading Standards, Equality and Diversity People Management and Legal)*