



County Offices
Newland
Lincoln
LN1 1YL

17 October 2018

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 25 October 2018 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in black ink that reads 'Keith Ireland'.

Keith Ireland
Chief Executive

Membership of the Overview and Scrutiny Management Board (11 Members of the Council and 4 Added Members)

Councillors R B Parker (Chairman), R Wootten (Vice-Chairman), Mrs J Brockway, M Brookes, Mrs K Cook, B M Dobson, R L Foulkes, C S Macey, C E H Marfleet, N H Pepper and E W Strengiel

Added Members

Church Representatives: Reverend P A Johnson and Mr S C Rudman

Parent Governor Representatives: Mrs P J Barnett and 1 Parent Governor Vacancy

OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA
THURSDAY, 25 OCTOBER 2018

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Interest	
3	Minutes of the meeting held on Thursday 27th September 2018	5 - 14
4	Announcements by the Chairman, Executive Councillor for Resources and Communications and Chief Officers	
5	Considerations of Call-Ins	
6	Consideration of Councillor Calls for Action	
7	Review of Financial Risk Assessment <i>(To receive a report from Sue Maycock (Head of Finance, Corporate), which updates the Board on the review of the Financial Risk Assessment for 2017/18 in order to help determine an appropriate target level for the Council's reserves for 2019/20)</i>	15 - 26
8	Council People Management and Workforce Plan 2018 - 19 Progress Report <i>(To receive a report from Fiona Thompson (Service Manager – People), which provides an update on the Council People Management and Workforce Plan for 2018-19, including a summary of current HR and Workforce performance data)</i>	27 - 46
9	Scrutiny Committee Work Programmes <i>(To receive a report which sets out the work programmes of the Environment and Economy Scrutiny Committee; and the Highways and Transport Scrutiny Committee, in accordance with the Board's agreed programme)</i>	47 - 60
10	Overview and Scrutiny Management Board Work Programme <i>(To receive a report which enables the Board to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focussed where it can be of greatest benefit)</i>	61 - 76

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

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

Contact details set out above.

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



OVERVIEW AND SCRUTINY MANAGEMENT BOARD 27 SEPTEMBER 2018

PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)

Councillors R Wootten (Vice-Chairman), M Brookes, Mrs K Cook, B M Dobson, R L Foulkes, C S Macey, C E H Marfleet, N H Pepper and E W Strengiel

Added Members

Church Representatives: Mr S C Rudman

Councillor B Young attended the meeting as an observer

Officers in attendance:-

Simon Evans (Health Scrutiny Officer) David Forbes (County Finance Officer), Brian Goodwin (Contract Manager), Michelle Grady (Head of Finance (Communities)), Steve Houchin (Head of Finance, Adult Care and Community Wellbeing), Keith Ireland (Chief Executive), Kevin Kendall (County Property Officer), Sue Maycock (Head of Finance (Corporate)), Andrew McLean (Service Manager Commissioning), Mark Popplewell (Head of Finance (Children's Services)), Sophie Reeve (Chief Commercial Officer), Emma Scarth (Strategic Programme Lead for Mosaic), Fiona Thompson (Service Manager - People), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and Emily Wilcox (Democratic Services Officer)

38 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor Mrs Jackie Brockway, Reverend Phillip Johnson and Patricia Barnett.

39 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest.

40 MINUTES OF THE MEETING HELD ON THURSDAY 30TH AUGUST 2018

The minutes of the meeting held on the 30th August 2018 were approved as a correct record and agreed to be signed by the Chairman, subject to the below amendment:

- The addition of Steven Rudman and Patricia Barnett to the attendance details

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
27 SEPTEMBER 2018****41 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLOR
FOR RESOURCES AND COMMUNICATIONS AND CHIEF OFFICERS**

The Chairman welcomed those in attendance and announced that he had attended the meeting of the Executive on the 4th September in which he presented the Board's comments on the Quarter One Business Plan Performance Report. It was noted that some scrutiny committees were yet to cover the performance in question, and therefore were unable to put forward any comments. The timeline for business plan performance reports would be reviewed as part of the wider scrutiny review.

42 CONSIDERATIONS OF CALL-INS

None were received.

43 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

None were received.

44 CORPORATE SUPPORT SERVICES – RE-COMMISSIONING

The Chief Commercial Officer invited the Overview and Scrutiny Management Board (OSMB) to consider a report on the Corporate Support Services Re-commissioning ahead of the recommendations being presented to the Executive on the 2nd October 2018.

It was noted that a review had been undertaken to consider possible alternative commissioning approaches to the existing Serco contract, which had included an assessment of the Serco contract extension proposal, along with a consideration of how the Council's corporate centre could be more effective in supporting staff and front-line services. The report also detailed the due diligence and assurance work that had been carried out on the potential Payroll/HR Admin Service and ERP system solution with Hoople, along with undertaking market engagement with potential ICT suppliers.

The Board were referred to Appendix A of the report, which included the report and recommendations that would be put forward to the Executive, as follows:

That the Executive;

- i. Approves the entering into a contract extension with Serco for a period of two years, with effect from 1st April 2020 to 31st March 2022 to include the following services:
 - Information Management Technology
 - Payroll
 - HR Administration
 - Customer Service Centre (CSC)

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- Exchequer Services and Adult Care Finance.
- ii. Approves the insourcing of the following services into the Council, with effect from the 1st April 2019;
- Mosaic technical development support
 - Freedom of Information , Complaints and Information Governance (including Subject Access Requests) administration
 - Agresso (also known as Business World On) System Administration (People Management).
- iii. Delegates to the Chief Executive in consultation with the Leader of the Council and Executive Councillor for Community Safety and People Management authority to take all decisions relating to the future commissioning or provision of Professional People Management services to the Council and to schools
- iv. Delegates to the Chief Executive authority to determine the final terms of the extension and insourcing referred to in paragraphs 1 and 2 above and approve the form and the entering into of all contractual and other documentation necessary to give effect to the said extension and insourcing in consultation with the Leader of the Council.

The Board were given information on the reviews and options available, which included:

- Separate arrangements for ICT
- Separate arrangements for Payroll/ HR/ Administration and ERP (Agresso)
- Customer Service Centre
- Professional People Management Services
- Exchequer and Adult Care Finance

Questions and comments from members and officers included the following:

- In response to a question, officers clarified that competencies were measured through contract management, and that a strengthened client relationship was needed when moving forward.
- It was highlighted that Serco's payroll performance against KPI's was strong.
- The Chief Commercial Officer reassured the Board that Serco now had a payroll KPI failure rate of 0.3%, compared with 1.1% previously.
- The Chief Commercial Officer agreed to share the previous KPI performance figures with the Board so that the progress could be monitored.
- There was a need for the Council to invest in ICT infrastructure. An officer ICT Board would be established in October, chaired by the Chief Executive. A draft ICT strategy would be developed before the end of 2018.
- In response to a question, it was clarified that a large majority of late or incorrect payroll payments had been rectified within the same month.
- The Chief Executive felt that the Fire Brigade payroll systems were not sustainable and work would be carried out to change these.

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- Officers explained that many of the problems with Agresso related to the way it had been set up, with some responsibility resting with the client side.
- It was noted that a member of staff within the Council had now been allocated responsibility and ownership of Agresso.
- The Council's 1,000 payroll codes had been reduced by 200, and work was in hand to possibly reduce them by a further 170. Most county councils operated with around 500 payroll codes. Some of these issues could be addressed by reviewing the Council's pay strategy and rationalising some of the terms and conditions.
- It was hoped that bringing the people management function in-house would result in a core strategic capability being returned to the Council; clarify responsibilities and roles and be cost effective.
- Members were concerned about Serco's ability to manage Fire and Rescue Payroll due to errors made in the existing contract.
- Members were informed that the Fire Brigade's Union had been invited to be consulted about the contract extension and assured that the necessary work was being undertaken to ensure previous issues were resolved.

Overall, the Board felt reassured that the review had involved thorough investigation, and that Serco were dedicated to resolving issues.

The Board agreed two specific comments to the Executive:

- Fire and Rescue Payroll – There were some reservations expressed about the performance of the existing contractor on Fire and Rescue payroll, as the previous contractor had not created a high error rate. Fire and Rescue services operated under national conditions of service, and retained firefighters were not unique to Lincolnshire.
- Effective Partnership Working – The Board was advised that Serco's payroll error rate estimated from June data was 0.3%, which equated to about 14 individuals in that month. An equal number of errors were attributable to the information provided by managers at the County Council, which might be incomplete or late. Together this compared well against the national average of just over 1%. The Board agreed that the Council needed to become an effective partner with the contractor.

Members unanimously agreed to support the recommendations to the Executive as set out in the report.

RESOLVED:

1. That the recommendations to the Executive, as set out above, be supported
2. That the specific comments, as set out above, be put forward to the Executive for consideration

45 REVENUE AND CAPITAL BUDGET MONITORING REPORT 2018/19

The County Finance Officer presented a report which informed members of the overall position of the revenue budget for the first four months of the financial year 2018, including the revenue and capital programme positions as at 31 July 2018.

Attention was drawn to the revenue position, in particular the predicted under spend of £1.8m for 'Enablers and Support to Council Outcomes'. It was explained that this was largely the result of a level of uncertainty within ICT and that there were a number of projects underway to allocate the remaining elements of the budget.

The County Finance Manager highlighted that the £0.610m underspend for 'Other Budgets' was mainly due a central provision of £0.500m which was allocated to allow for any rise in the National Living Wage over and above the money already provided in service budgets. It was anticipated that this would now not be required as the National Living Wage increase for 2018-2019 could be funded by the existing service budget provision.

It was highlighted that other than an overspend in the Capital Programme for the Historic Lincolnshire Project, the Capital Programme was otherwise on Target. The Board noted that the Council were hoping to receive some additional grant funding for parts of the Historic Lincolnshire Project for Lincoln Castle.

Questions and comments from members and officers included the following:

- It was questioned whether the underspend of £1.177m for Children's Services could only be utilised within Children's Services, or whether it could be spent elsewhere. In response, officers clarified that the Director of Children's Services was able to re-allocate the funds within the department. It was noted that it was a possibility for funds to be used in a different department; however a virement process would be required.
- The Board noted that the main reason for a forecasted underspend for the 'Readiness for Adult Life Commissioning Strategy' was due to the establishment of a more suitable and cost effective supported accommodation solution for care leavers and young homeless people. It was highlighted that the use of former fire houses in Grantham for this purpose was an example of how future savings could be generated.
- The County Finance Officer explained that councillors would be invited to attend a financial seminar in early December 2018, where they would be updated on the latest financial position both nationally and locally and any potential impact on service area budgets.

RESOLVED:

1. That the report and associated comments be put forward to the Executive
2. That the recommendation to the Executive, as set out in the report, be supported

**46 IMPACT OF THE PART NIGHT STREET LIGHTING POLICY SCRUTINY
REVIEW - EXECUTIVE RESPONSE**

Councillor Barry Young, the Executive Councillor for Community and Safety Management, presented a report which set out the Executive response to the Part Night Street Lighting Policy Scrutiny Review.

The report outlined the Executive Response to each of the 5 recommendations proposed by the Scrutiny Review Panel to the Executive at its meeting on 5th June 2018. Attention was drawn to an action plan for each of the recommendations, along with an updated crime data report.

Questions and comments from members and officers included the following:

- Members requested more in depth analysis of figures for vehicle crimes, including the times that the crimes had been committed so that they could analyse how many crimes were occurring when the street lights were switched off.
- It was agreed that the original Street Lighting Report be shared with members so that both reports could be read in conjunction with one another.
- Concerns were raised over the increase in vehicle crime for every area detailed in the report.
- The Executive Councillor for Community Safety and People Management indicated that there was no evidence to suggest that there had been an increase in crime as a result of the part night street lighting.
- Members were in support of Parish and Town Council's having the choice to purchase LED lighting to switch streetlights back on if they felt it was necessary.
- It was questioned whether there were any procedures in place to allow for Parish and Town Councils to have street lights erected in areas they felt it was necessary, should they wish to pay the associated costs. It was agreed that the Chairman of the Highways and Transport Scrutiny Committee would investigate whether there were any procedures already in place and the issue would be raised separate to the part night street lighting review

RESOLVED:

1. That the report and comments made be passed on to the Executive
2. That the Head of Democratic Services and Statutory Scrutiny Officer circulate the original Part Street Lighting Review report to the Board.
3. That the Chairman of the Highways and Transport Scrutiny Committee investigate whether there were any current procedures to allow Parish/Town Councils to have extra street lights erected.

47 PROPERTY SERVICE CONTRACT YEAR 3 REPORT

12:05pm – Councillor H Marfleet left the meeting and did not return

The County Property Officer provided an update on the performance of the Property Services Contract with VINCI Facilities Partnership Limited at the end of the third year of the contract, highlighting the following contract performance:

- Service Manager's Assessment
- Health and Safety
- Finance
- Key Performance Indicators (KPIs)
- Cladding August Review
- Blue Light Collaboration Programme
- Contract Extension
- VMOST
- Continuous Improvement

The County Property Officer was pleased with how the VMOST business plan was progressing, and also highlighted the success of the Cladding Audit Review, which had been executed with a high standard of professionalism and sense of urgency.

It was noted that the Council were continually reviewing the 5 year estate, with an overall vision to reduce cost and make it as efficient as possible.

Questions and comments from members and officers included the following:

- In relation to the KPI's, one member asked what the issue was with the water management component of the contract. In response, officers clarified that the sub-contractors had not always acted on the recommendations given, which had resulted in targets not being met.
- It was highlighted that the issue with the water management component had had no impact on the supply or service offered.
- In response to a question, the Chief Executive explained that as ICT services became more agile, there was potential for the estate to become smaller as the costs and uses of each building were reviewed.

RESOLVED:

That the report and comments be noted.

48 TREASURY MANAGEMENT - QUARTER 1 UPDATE REPORT

Some members had struggled to fully understand the data presented within the report, and questioned whether there was any finance training that could be undertaken to help with understanding the data presented. Officers agreed that they would work to simplify the reports for ease of understanding.

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One member questioned whether officers had any plans in place should there be another financial crisis. It was agreed that the question would be put to the Treasury Manager and fed back to the Board.

It was also agreed that in future, the Treasury Management reports would be presented to the committee, and would not just be for noting.

RESOLVED:

1. That the report be noted
2. That members be updated as to whether there were any plans in place should there be another financial crises
3. That further Treasury Management update reports would be presented to the committee for full questioning

49 SCRUTINY COMMITTEE WORK PROGRAMMES

The Board Reviewed the Work Programmes of two of the Scrutiny Committees:

Children and Young People Scrutiny Committee:

The Chairman of the Children and Young People Scrutiny Committee drew attention to some of the key issues that had been considered or were due to be considered by the Board which included:

- Haven Cottage Respite Centre in Boston had been rated outstanding by Ofsted following an unannounced visit.
- The Committee had supported five recommendations put forward by the Committee's Pupil's Exclusions Working Group and would receive a further report on how the recommendations were being implemented.
- In November, the Committee would be reviewing the 30 hours free childcare provision and how it impacted childcare suppliers in Lincolnshire.

12:30 Councillor Dobson left the meeting.

Public Protection and Communities Scrutiny Committee:

The Chairman of the Public Protection and Communities Scrutiny Committee highlighted some of the key issues that the Public Protection and Communities Scrutiny Committee had considered over recent months. The following points were highlighted:

- The Committee had reviewed the Fire Peer Challenge Action Plan and had commended Fire and Rescue on the findings of the Fire Peer challenge report.
- The Committee had reviewed the first year performance of the Library Services Contract and noted that a large percentage of KPI's were being met.

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- The Committee had highlighted concern about the lack of credit/debit card facilities available for the Registration Services, and had been reassured that the facilities would be available in 2019.

In addition, the Committee had considered the national discussion and debate on the removal of the costs of copy certificates at the point of registration for stillbirths, and the possible extension to all deaths of those under 18. The Committee had unanimously resolved to support a formal recommendation to the Executive Councillor for Culture and Emergency Services to consider the waiver of the £4 statutory fee for copy certificates in Lincolnshire for both the registration of stillbirths and for all deaths under the age of 18.

The Chairman informed the Board that a response had been received from the Executive Councillor, and that the recommendation to waive the £4 fee for the copy certificates for stillbirths had been supported, and that the waiver of the fee for the deaths of those under the age of 18 would be investigated further.

The Board unanimously voted to support the recommendation of the Public Protection and Communities Scrutiny Committee to waive the £4 statutory fee for copy certificated in Lincolnshire for both the registration of stillbirths and for all deaths under the age of 18.

RESOLVED:

1. That the Board was satisfied with the content of the Work Programmes for the Children and Young People; and the Public Protection and Communities Scrutiny Committee's.
2. That the Board supported the recommendation of the Public Protection and Communities Scrutiny Committee to waive the £4 statutory fee for copy certificated in Lincolnshire for both the registration of stillbirths and for all deaths under the age of 18.

50 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK
PROGRAMME

The Board was provided with an opportunity to review its own Work Programme.

It was noted that Treasury Management Updates would no longer be for noting and would be presented to the Board for full questioning.

RESOLVED:

1. That the Board was satisfied with the content of the Work Programme

The meeting closed at 12.40 pm

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Open Report on behalf of Pete Moore, Executive Director of Finance and Public Protection

Report to:	Overview and Scrutiny Management Board
Date:	25 October 2018
Subject:	Review of Financial Risk Assessment

Summary:

The Council last reviewed its financial risks in October 2017. The report updates that review. It considers the outcomes from the financial risk assessment for 2017/18 and updates the risk assessment to help determine an appropriate target level for the Council's general reserves for 2019/20.

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 with responsibility 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 in the forthcoming financial year. It also quantifies these risks in terms of potential financial cost to the Council. The intention is to help 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 valued at £13.643m. This can be interpreted as the total cost to the Council if all the items listed occurred in 2019/20. Ideally the Council should maintain its general reserve at a sum at least equivalent to the net total risk (i.e. £13.643m) although it is recognised that it is unlikely that every risk would materialise over the course of one year.

1.3 The net total of identified risks has decreased compared to the previous assessment in October 2017 (net total risks were £15.210m). The main changes are: the addition of a new risk, which is the potential of default on loans made by the Council to other bodies; a reduction in the risk value associated with the achievement of budgeted income targets as these targets have reduced; an increase in the provisions estimate for use of the Financial Volatility Reserve, as the amount available to help mitigate risks has increased.

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 2018 stood at £15.200m 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 £10.900m to £15.200m for 2019/20.

1.6 This exercise implies a need for a general reserve of £13.643m from the updated assessment and is equivalent to 3.14% of the budget requirement. This is therefore within the current range of the Council's financial strategy. It is proposed, however, that the general reserve balance should be maintained at the top end of the existing financial strategy range i.e. at 3.5% of the budget requirement or £15.200m given the financial uncertainties faced by the Council beyond April 2020. Close monitoring of the risks during the financial year will be undertaken and remedial action taken if risks being to materialise.

1.7 For additional information **Appendix B** to this paper sets out the financial risk register for 2017/18 and comments on the actual outcomes for each of the risks in last year's financial risk assessment.

2. Conclusion

2.1 The Committee is asked to consider the updated Financial Risk Register and other relevant factors with a view to making a recommendation on the target level of general reserves for 2019/20 to the Executive Councillor with responsibility for finance.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Financial Risk Register 2019/20
Appendix B	Financial Risk Register for 2017/18 Outcomes

5. Background Papers

Document title	Where the document can be viewed
The Council's Financial Strategy - 17 February 2018	Executive Director of Finance and Public Protection

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

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APPENDIX A - Financial Risk Register 2019/20

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 2.0% provision in 2019/20 budgets for pay awards. The Council has also made a budget provision for the National Pay Spine negotiations.	3.1	2	35%	1.085
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 2019/20 budgets for price increases.	4.4	3	75%	3.300
3	Income	Increase is 1.0% less than provided for in budget.	leading to reduced income	There is a 0.0% provision in 2019/20 for income increases.	1.8	2	35%	0.630
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 ranging from 1.9% to 3.4%, depending on the length of the loan, for 2019/20.	1.0	2	35%	0.350
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	35%	3.500
6	Estimated savings	Target savings not achieved fully in 2019/20.	leading to increased costs	Achieving fully the high level of savings required within the year will be very challenging. The Council's 2019/20 budget includes an estimated savings target of £22.4m. Monthly budget monitoring arrangements should highlight any potential budget pressures to allow corrective actions to be taken.	22.4	2	35%	7.838
7	Income budgets	Income from charges is 10% less than estimated.	leading to reduced income	Budgets are set on past experience and future expectations.	7.7	2	35%	2.695
8	Costs of change	A provision has been made within the Council's budget for redundancy costs. The Council also plans to use £8m of Capital Receipts Flexibly to fund transformation in 2019/20. Other transformation costs are included within service budgets. Provision for service transformation is insufficient by say £2m.	leading to increased costs	The current budget savings required for the 2019/20 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	75%	1.500

APPENDIX A - Financial Risk Register 2019/20

Ref. No.	Risk		Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m
					Impact - Annual Cost £m	Likelihood	
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	10% 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.	8.6	2	35% 3.010
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.	4.1	1	10% 0.410
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 £4.487m at 31 March 2018.	5.0	2	35% 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.	1.0	1	10% 0.100
14	Treasury management	Default on loans from the Council	Reduction in the Council's cash balances	Authorised lending for Treasury Investments list restricted to lowest risk institutions with individual limits. The Council's lending policy is low risk.	25.0	1	10% 2.500
15	Loans to Other Bodies for Service Purposes	Default on loans from the Council	Reduction in the Council's cash balances	The Council has made loans to other bodies for service purposes and these carry a higher risk of default than Treasury loans, particularly given IFRS9 implications.	3.5	2	35% 1.225

APPENDIX A - Financial Risk Register 2019/20

Ref. No.	Risk		Consequences	Controls & Contingencies	Residual Risk			Estimated value of reserve needed £m
					Impact - Annual Cost £m	Likelihood		
16	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	10%	0.500
								30.893
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	100%	-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 2018/19 it is estimated that the balance in the FVR will stand at £47m. It is currently estimated that we will need around £28m from the reserve to balance the 2019/20 budget which means that there will be approximately £19m left to fund these risks. In addition there may be an underspends in the current year which could be applied to the FVR at the year end.	-19.0	3	75%	-14.250
								-17.250
Net Total								13.643

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%

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APPENDIX B - Financial Risk Register 2017/18 - 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 2017/18 budgets for pay awards.	1.5	1	0.150	A pay award of 1% was made for 2017/18.
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	Inflation for 2017/18 saw a slight fall from 2.9% (CPI) in May 2017 to 2.4% (CPI) in May 2018, 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 2017/18 for income increases.	1.2	2	0.420	The Council's budget for 2017/18 included other income (from fees and charges) of £64.159m, actual income received was in excess of this budget at £77.517m.
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	The actual cost of long term borrowing for 2017/18 was 4.088%, which was only marginally higher than the budget assumption.
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	The Council overall service budgets underspent by £6.599m.
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	Overall service budgets underspent in 2017/18 by £6.599m. In 2018/19 savings are being closely monitored to ensure these are delivered.
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	See point 3 above.

APPENDIX B - Financial Risk Register 2017/18 - Outcomes

Ref. No.	Risk		Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m	Comments
					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	Funding set aside for Corporate and Service Redundancy in 2017/18 was underspent by £1.778m.

APPENDIX B - Financial Risk Register 2017/18 - Outcomes

Ref. No.	Risk		Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m	Comments
					Impact - Annual Cost £m	Likelihood		
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	The net capital programme for 2017/18 was reduced by £12.296m during the year due to rephasing into future years. At year end the revised capital programme was underspent by £26.751m.
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	Overall service revenue spending, excluding schools, was underspent by £6.599m or 1.7%.
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	Schools budgets were underspent by £17.058m or (2.3%) of the schools budget.
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	The Council's insurance budget shows a surplus of £0.230m. The insurance fund is designed to enable the Council to 'self-insure' its insurable risks over the long term. The operating surplus will be transferred to the the Council's Insurance earmarked reserve to use in future years. This will give a balance of £4.717m to carry forward into 2018/19.
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	The Council wrote off £925,813.95 or 0.009% of debt raised in 2017/18.

APPENDIX B - Financial Risk Register 2017/18 - Outcomes

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Ref. No.	Risk		Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m	Comments
					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	No problems were experienced with loans made by the Council in 2017/18.
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	No major emergencies were experienced in 2017/18.
							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	The contingency budget for 2017/18 was set at £3.000m. During the year £0.35m 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 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	The Council used £17.870m from the Financial Volatility Reserve to balance the budget in 2017/18. As at 31 March 2018 the Council had set aside £5.076m to balance the 2018/19 budget and £27.264m available for future uncertainties in 2019/20 and beyond.	
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	The Council took no external borrowing in 2017/18	
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 income.	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	Business Rates Pooling 2017/18 of £1.323m. This income from business rates pooling was not budgeted for and is an increase from the £1.085m received in 2016/17;	
							-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%

Open Report on behalf of Debbie Barnes, Executive Director for Children's Services

Report to:	Overview Scrutiny and Management Board
Date:	25 October 2018
Subject:	Council People Management and Workforce Plan 2018 - 19 Progress Report

Summary:

This Council's People Management (PM) and Workforce Plan includes the co-ordinated programme of projects and activities, informed by HR and workforce data, which are designed to address:

- a) the longer term workforce planning challenges to mitigate the corporate risk of recruiting and retaining key skills
- b) any immediate HR or workforce challenges impacting on the Council

The purpose of this report is to provide a summary of current HR and workforce performance data, and the current actions being implemented, as well as an overview of the medium/longer term corporate projects in flight.

The corporate projects support specific Director Area workforce planning and development strategies which are being progressed. Detail of Director Area strategies are not included in this report, each being at different stages of development.

Actions Required:

The Overview and Scrutiny Management Board is asked to note and comment on the actions taken and progress achieved to date.

1. Background

1.1. Council People Management and Workforce Plan Overview

The Plan is overseen by the Lincolnshire County Council (LCC) People Management Service, on behalf of Corporate Management Board (CMB). It is delivered through working in partnership with the Serco People Management Service, the Workforce Planning and Development leads in Director Areas, and Director Area Management Teams (DMTs).

As the corporate framework for the development of workforce planning and development strategies, the overall outcome is to ensure the Council maximises organisational capacity, performance and resilience to deliver the Council's objectives. This means:

- Working as one Council and, through the Council's partners, to deliver effective and efficient services
- Developing and supporting all Council employees to do their jobs well to deliver the Council's priorities for the benefit of our customers and communities
- Having the right skills, in the right place, at the right time, to the required capacity to deliver the Council's priorities at the agreed standards
- Developing and retaining professional skills through further development of 'grow your own' career pathways

2. Priority developments for 2018 and beyond

To address these outcomes, the priorities for 2018 - 19 have been identified in consultation with CMB with the focus on the following three organisational outcomes:-

2.1. Be Performance Driven

Continuing to develop and retain excellent employees and to build high performing teams at all levels across the Council, driving performance through increased productivity and innovation; focusing on individual development by increasing coaching and mentoring opportunities; effectively managing workforce change and transition.

2.2. Increase Employee Engagement

Maintaining a positive and sustainable environment where employees feel able to engage with colleagues to shape the future of the Council; focusing on the wellbeing of our employees; providing modern benefits; continuously developing engagement of managers and key stakeholders by providing up to date employment guidance and insightful HR management information.

2.3. Be an Employer of Choice – specifically attracting and developing talent

To attract and source new talent by taking stock of and sharing what the Council does well; providing excellent opportunities for career development for the workforce from entry level roles through to senior leadership; ensuring the workforce includes flexibility to weather the changes the Council will face in the short, medium and long term.

3. Corporate HR and Workforce Management Information

Together with other organisational information, HR and workforce management information informs the priorities for the Workforce Plan projects as well as the solutions required to address current and future HR and workforce challenges. After the initial challenges with the implementation of the Agresso system, there have been significant efforts to input and validate data over the last 12 months, where managers have received assistance from the Business Support Teams.

There is currently no external benchmarking data or internal historic trend information included in the report. This will be further developed as part of the project to improve HR and workforce performance data. The outline project plan will be reported to the November meeting of the Overview and Scrutiny Management Board.

The commentary in section 3 below, relates to the information reported for Quarter 1 of 2018 (01/04/2018 – 30/06/2018). Appendix A provides illustrations of the data showing the comparisons between Director Areas.

3.1. Number of employments

At the end of Q1 2018 the Council employed 4,346 employments (an increase in 346 since the same period in 2017.) The main reason for this was the insourcing of Health Visitor teams and Children and Young People nurses, totalling 211 full time equivalent roles from the NHS to Children's Services on 1st October 2017.

3.2. Equality data

The gender balance across LCC is approximately 1/3 male (33.94%) and 2/3 female (66.06%). The highest proportion of male employees is in the Finance and Public Protection Director Area (50.46%). The highest proportion of female employees is in Children's Services (82.24%).

The proportion of the females has increased in the last year from 62%. This increase can be seen across all Director areas but particularly in Children's Services. The NHS transfer included a high proportion of female employees.

Up to Grade 13, all grades are heavily female dominant. Grades 14, 15 and 16 remain the only grades where there are more men than women.

3.2.1. Gender Pay reporting

In March 2018, the Council published its gender pay gap information for 2017. The median gender pay gap across LCC is 13.5%, meaning that women earn 13.5% less on median average than men. The UK has a national median pay gap of 18.4%.

The report identified that there are no specific issues at Lincolnshire County Council in respect of gender differences in pay. The outcomes of the gender pay gap reporting are reflective of gender pay gap differences generally in society.

This relates to women often being in lower paid roles, specifically part time roles, which tend to be the lower paid roles. This is often because they are the person mainly responsible for childcare. On receipt of the report, the Pay Policy Sub-Committee supported the HR policies that are in place which enable opportunities for female staff to progress, and requested that a report on the work being undertaken to support this, be produced for the 2019 meeting. The 2018 gender pay gap information will be prepared for publication before 30 March 2019.

3.3. Age profile

The highest number of Council employees in any 10 year age group is between 45 and 54 years old. 49% of senior leaders within the organisation are over 50 years old compared to 36% of the whole organisation. This confirms the need for the Council to focus efforts on succession planning.

3.4. Voluntary turnover

Voluntary turnover has remained at a steady rate over the last 2 years, between 8% and 10% - which is a 'healthy' overall turnover rate. As part of the recruitment and retention focus, total turnover of new employees within their first 24 months of employment is also monitored to identify and address any areas of concern and as at Q1 stood at 3.89%. The 2018 public sector average for turnover is 12.9% and within the first 12 months is 10.9%. The Council is performing better than other public sector organisations for both turnover figures.

3.5. Agency spend

There has been a reduction in the usage and cost of on contract agency staffing over the last 3 years. Based on the first quarter of 2018, it is predicted that the amount spent on agency workers in 2018-2019 will be just under 4 million per annum. This is partly due to the implementation of a number of effective recruitment and retention initiatives, reducing the need to cover vacancies.

The total off contract agency spend, where the corporate contracts cannot deliver the skills required, was £1.6m in 2017/18. Based on the first quarter figures this is predicted to fall to £1.1m for 2018-2019.

3.6. Days lost due to sickness absence

The current days lost due to sickness absence is 6.45 days lost per FTE. The data shows that reported sickness absence is lower than the 7.5 sickness days per FTE target. This target will be reviewed next quarter based on recent performance.

Sickness absence in Adult Care and Community Wellbeing has been consistently higher than other Director areas and remains slightly above the days lost target at 7.53. The data provides clear evidence of the positive impact of the actions being taken by Managers, employees and the Absence Management Team.

In Environment and Economy an increase in sickness days per FTE is being addressed by the commissioning of the Absence Management team to carry out in depth audits to ensure that the policy is followed and to assess whether any underlying issues can be addressed by Managers.

The management of sickness absence continues to be a key priority for all Executive Directors and all line managers. The audit undertaken by the LCC Audit team, in June 2018, confirmed substantial assurance levels in relation to the application of the absence management process in the Council.

3.7. Reasons for sickness absence

The highest reported reasons for short term absences (under 20 working days in length) are classified as 'stomach' complaints, (11.39%) and cold and flu (11.01%).

The highest reported reasons across all sickness are muscular (10%) and back and neck problems (9%). By collating relevant sickness reasons under the mental health category, this represents 28% of all sickness days reported.

The Council's workforce health and wellbeing initiatives are therefore focussed on mental health and wellbeing and general fitness.

As part of the revised Health and Wellbeing strategy, there will be further development of mental health and resilience training programme during the course of 2018/19.

3.8. Management of employee relations cases

The number of formal disciplinary and grievance cases open during quarter 1 was 18 and 5 respectively. There have been minor rather than significant fluctuations in the number of cases over the last 3 years.

The high risk cases are monitored by the Director with responsibility for People Management on a monthly basis and where appropriate, challenge is made on how cases are being managed. Formal lessons learned are conducted for complex cases.

3.9 Appraisal Meetings Recorded

The number of appraisals recorded on BWON as at 11th October 2018 is 79% of all eligible employees. The Business Support Team will continue to assist managers

to input appraisal data into BWON to ensure that the inputting is accurate and comprehensive. Processes are being developed to capture quality of appraisals.

4. Employee Survey information

Further to the report to OSMB on 30 August 2018 outlining the positive responses received in the 2017 employee survey. As requested, a report containing a more detailed update of progress will be shared with OSMB in February 2019.

Key areas of corporate focus identified from the survey were:

- IMT
- Property
- Insights into the cause of lower participation rates in some areas and actions to improve this.
- The drivers for 23% of participants not feeling they have opportunities to develop both personally and professionally and actions to improve this.
- Actions to improve levels of awareness of:
 - Employee Benefits
 - Work of other Director areas
 - Performance & Appraisal System

5. Workforce Supply Information

External workforce trends and population information are reviewed annually to inform the PM and Workforce Plan and includes information about the current and future predicted skill and population trends as well as data on education and youth employment.

The updated 2018 workforce data is currently being finalised to inform the forward planning for the next Workforce Plan. In the meantime the following provides some early indications of key trends emerging.

5.1. Future workforce, Education & Youth Employment

In Lincolnshire, the population of younger people is increasing at significantly slower rate than for those over 65. This suggests that we need to work harder to invest in younger people who reach working age to be able to replace the older workforce as they retire. It is predicted that the demand for level 4 qualified people in Lincolnshire jobs will outweigh the supply from school leavers in the next 10 years.

Developments in automation and digital innovations may help to offset this reducing proportion of younger people, however there may still be an impact for roles where the level of potential automation or digitalisation will be limited or slower to develop.

The Council needs to continue to develop proactive approaches to ensure that it remains attractive to potential employees, building opportunities for the students of

Lincolnshire and making links with colleges to ensure they are developing the workforce required for the future.

5.2. Aging workforce Population trends in Lincolnshire

Looking further to the future, the data indicates that we are likely to see a continued increase in the age people start having children, the age they are able to buy their first property. Mortgage terms available are longer than ever and the age people retire from working is getting later. These trends increase the challenges for the Council as an employer. Employees are more likely to have caring responsibilities for older relatives and may be looking for ways to maintain employment while winding down their career, such as stepping down from higher levels of responsibility, flexible retirement options and greater flexibility in their working pattern.

6. Progress on People Management and Workforce Plan activity

Appendix B sets out the progress being made on the projects and activities designed to address the corporate priorities identified by Corporate Management Board, and includes the benefits achieved to date and the next steps planned.

It is expected that the 2019 and beyond Workforce Plan will need to continue to focus on the existing priorities, with particular emphasis on ensuring the Council remains an employer of choice – attracts excellent talent and builds our workforce for the future, in light of the Council's workforce profile and the potential skills shortages in the economy.

6.1. Benefits Realisation

The project benefits are measured throughout the lifecycle of the Workforce Plan and are included in Appendix B. It will be possible to measure some benefits through the year, whilst others require more long term monitoring and will not be fully realised until 2019/20. All workforce projects link directly or indirectly to the 3 strategic performance indicators:

- council commitment to be a good employer;
- sickness absence;
- employee turnover.

The realised benefits are audited including internal audits of people management practices across all Director areas.

There are 2 internal audits which have taken place or are planned during the 2018/2019 financial year, relating to the Council's approaches to developing the future workforce including implementation of apprenticeship reforms and strategic workforce planning.

7. Conclusion

Overall the projects within the PM and Workforce Plan are being delivered on plan and evidence is being captured that supports the achievement of the planned benefits. Further work is being progressed to capture and use additional data to inform the solutions required to address current and future workforce challenges. The associated outline project plan will be reported to the November meeting of the Overview and Scrutiny Management Board.

From December 2018 to February 2019, the Corporate Management Board will determine the People Management and Workforce priorities for 2019-20.

8. Consultation

a) Have Risks and Impact Analysis been carried out?

Yes.

b) Risks and Impact Analysis

The strategic risk of the ability to recruit & retain staff in high risk areas has been considered. The Council recognises that our staff are a valuable resource that requires investment by the council to help sustain their health & wellbeing. Low risk options are taken (averse) to minimise exposure. The current risk score is limited. The target risk score is improving. Monitoring of this risk is the responsibility of the Audit Committee.

There is improvement compared to the previous year, however assurance remains limited as there are still a number of key new and developing controls to be implemented over the course of the next 12 months.

9. Appendices

These are listed below and attached at the back of the report	
Appendix A	Corporate Workforce Management Information
Appendix B	Corporate People Management and Workforce activity update

10. Background Papers

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

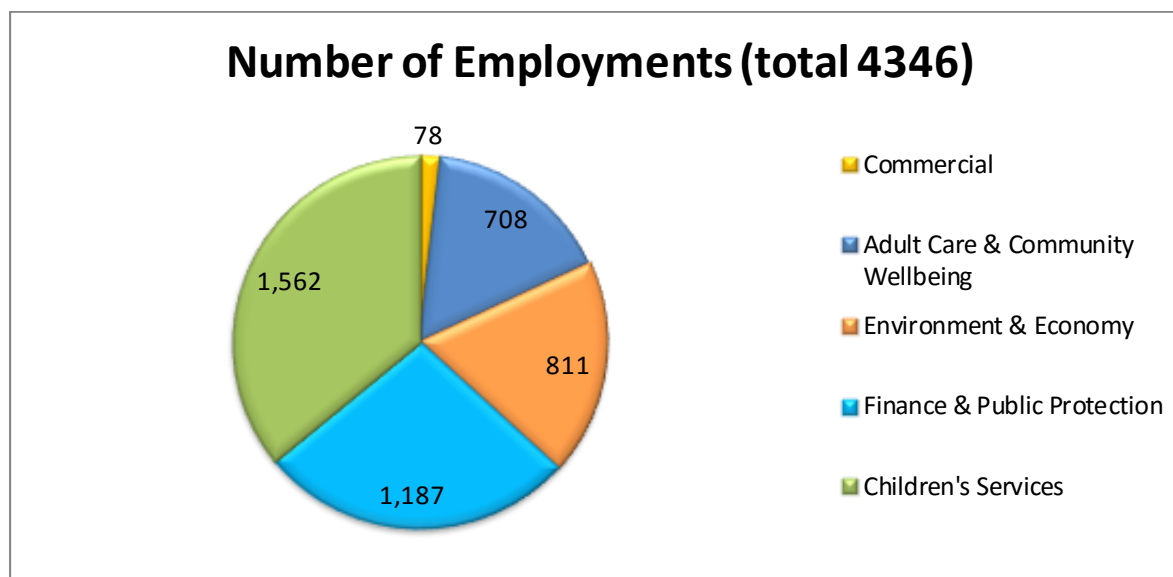
This report was written by Fiona Thompson, who can be contacted on 01522 552207 or fiona.thompson@lincolnshire.gov.uk.

Appendix A

Corporate Workforce Management Information Illustrations

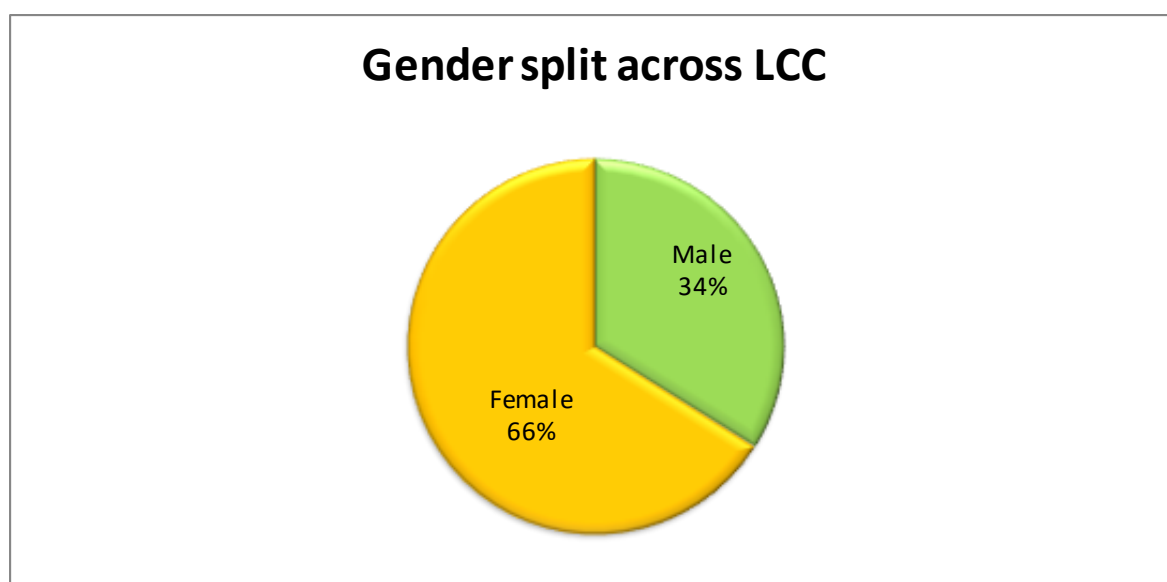
The information in this Appendix consists of data for Quarter 1 2018 (01/04/2018 – 30/06/2018) and includes a breakdown of each dataset by Director Area.

1.1. Number of Employments



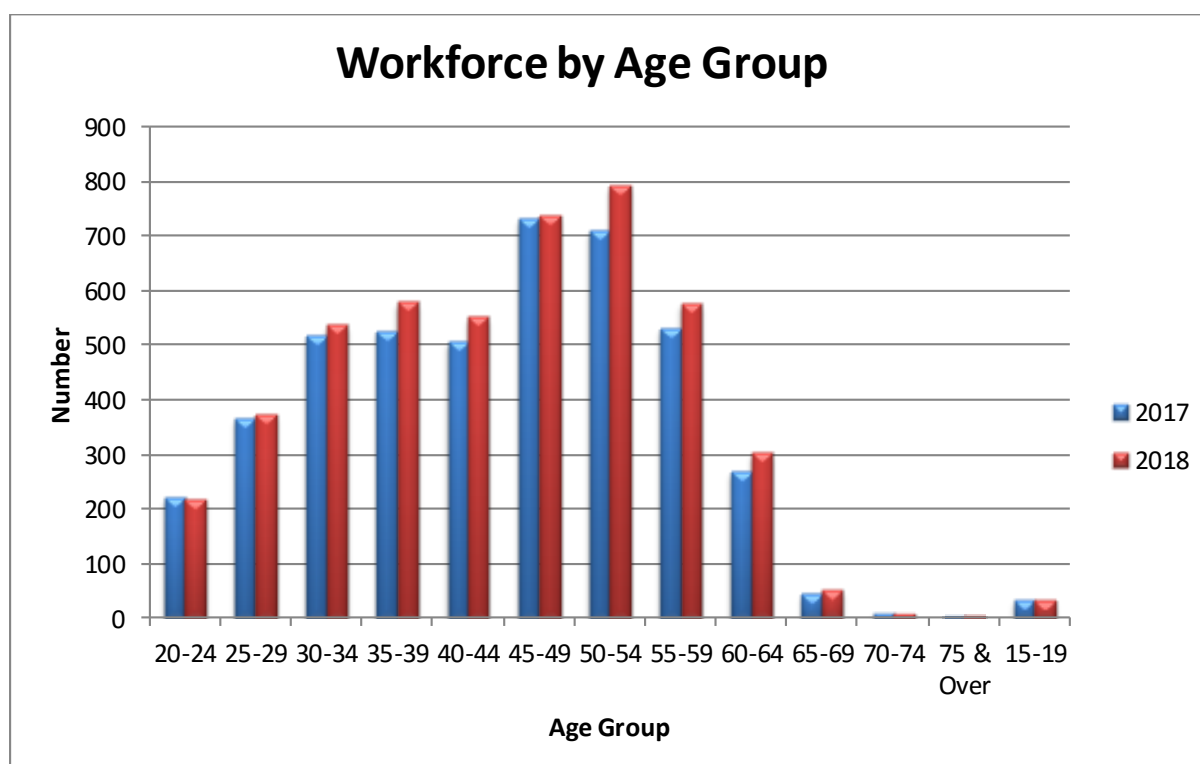
	LCC	Adult Care & Community Wellbeing	Children's Services	Environment & Economy	Finance & Public Protection	Commercial
Number of Employments (all posts)	4,346	708	1,562	811	1,187	78
Permanent	4,096	675	1,478	791	1,079	73
Temp / Fixed Term	250	33	84	20	108	5
FTE	3,815.72	627.13	1,372.03	700.07	1,041.75	74.74
Employees	4314	705	1549	805	1180	78

1.2. Gender split

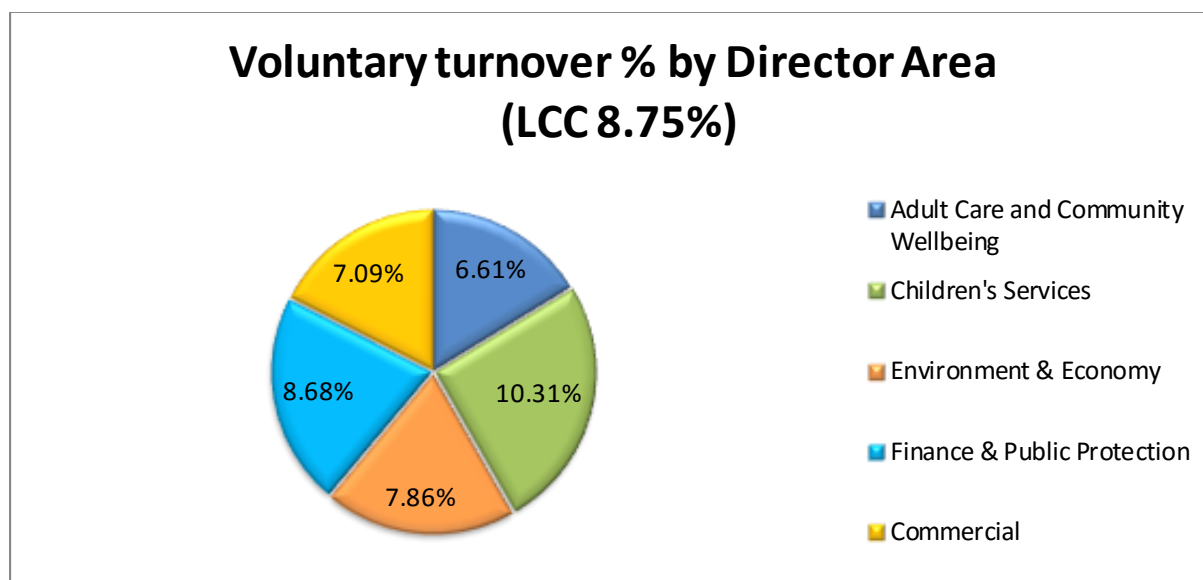


	LCC	Adult Care & Community Wellbeing	Children's Services	Environment & Economy	Finance & Public Protection	Commercial
Male	34%	18%	18%	47%	50%	40%
Female	66%	82%	82%	53%	50%	60%

1.3. Age profile



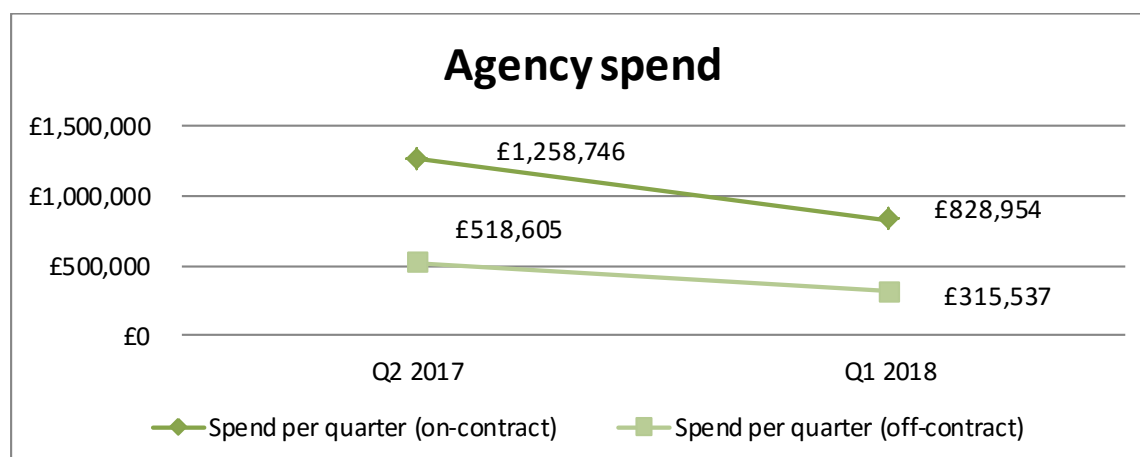
1.4. Voluntary turnover



The 2018 public sector average for turnover is 12.9%.
Xpert HR 2018 Labour Turnover Survey

	LCC	Adult Care & Community Wellbeing	Children's Services	Environment & Economy	Finance & Public Protection	Commercial
% Turnover (rolling 12 months - Voluntary only)	8.75%	6.61%	10.31%	7.86%	8.68%	7.09%
% Turnover recent recruits (All leaving reasons)	3.89%	2.56%	4.75%	2.16%	4.69%	0.00%

1.5. Agency spend

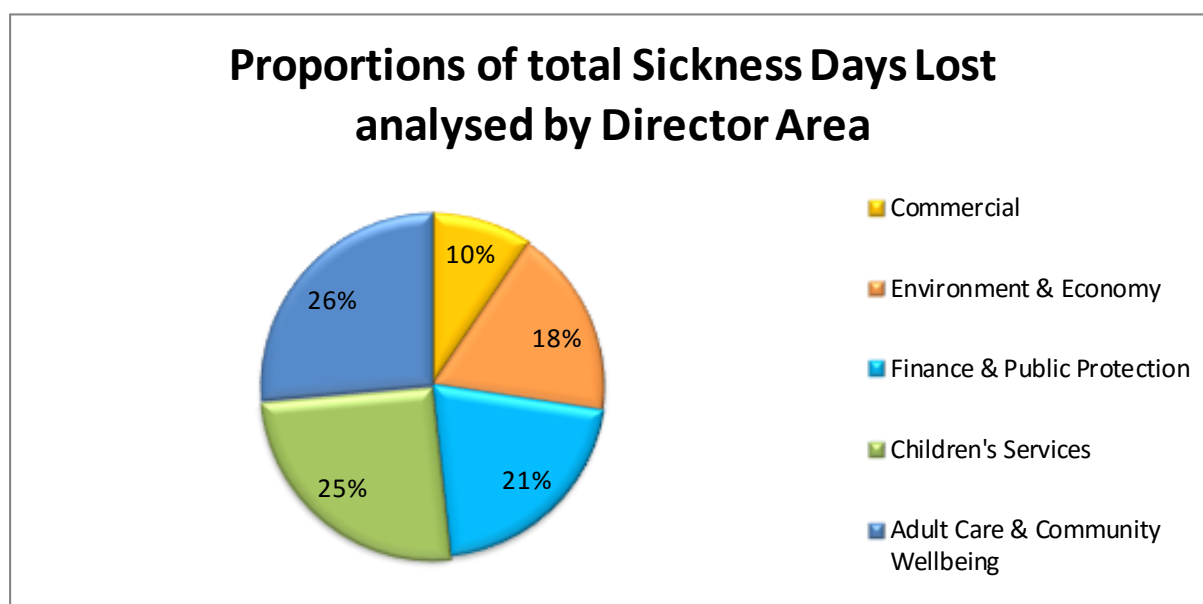


Based on the first quarter of 2018, it is predicted that the amount spent on agency workers in 2018-2019 will be just under 4 million per annum.

The total off contract agency spend, where the corporate contracts cannot deliver the skills required, was £1.6m in 2017/18. Based on the first quarter figures this is predicted to be £1.1m for 2018-2019.

1.6. Days lost due to sickness absence

The current days lost due to sickness absence is 6.45 days lost per FTE. The target is 7.5 days lost per FTE.



	LCC	Adult Care & Community Wellbeing	Children's Services	Environment & Economy	Finance & Public Protection	Commercial
Sickness days lost per FTE	6.45	7.54	7.23	5.14	5.96	2.69

1.7. Employee relations cases

	LCC	Adult Care & Community Wellbeing	Children's Services	Environment & Economy	Finance & Public Protection	Commercial
Number of Formal Disciplinary Cases Open During Quarter	18	5	4	2	7	0
Number of Formal Grievance Cases Open During Quarter	5	1	1	0	3	0

1.8 Appraisal meetings recorded

	LCC	Adult Care & Community Wellbeing	Children's Services	Environment & Economy	Finance & Public Protection	Commercial
% meetings recorded 01Oct17-30Sept18	79%	75%	70%	86%	92%	84%

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Appendix B

Corporate People Management and workforce activity

The information below includes progress on People Management and Workforce Plan activity including the benefits that have been achieved to date and the next steps that are planned.

1. Performance Driven – Developing and retaining excellent employees and building high performing teams across all levels of the Council

Activity	Update
Performance Appraisal and Development Scheme	<p>Performance and Development appraisal outcomes (ratings) which have been tested over the last year will determine pay increments in April 2019. In preparation for this event the arrangements for moderation of scores, evaluation and communications are being developed.</p> <p>The Business Support team are assisting managers to input appraisal data into BWon to ensure that reporting from the system is accurate. As at 11th October 2018 the number of appraisal meetings recorded in BWon has reached 79%.</p>
Coaching strategy	People Management Service is finalising a new coaching strategy which includes investment in the internal coaching pool and joining the East Midlands Coaching Network as a year pilot. This will increase the availability of coaches for LCC, enable the resource to be publicised across the organisation to support individuals to achieve both personally and professionally.
Workforce Change and transition support	The People Management service have continued to support workforce change projects including the insourcing of NHS staff and smaller scale restructures.
Performance Driven	
Benefits achieved to date	Next steps
<ul style="list-style-type: none">Implementation of a clear Performance appraisal scheme which encourages improvements in employee performance and behaviours	<ul style="list-style-type: none">Increased opportunity for personalised development (through coaching)

2. Employer of Choice : Attracting and Developing Talent – attracting excellent talent and building our workforce for the future

Activity	Update
Succession planning for hard to recruit and retain areas	Succession planning actions are being determined by service areas focusing on those which have been identified as hard to recruit and retain including Adult care, Finance, Planning and Legal Services. This build on actions already embedded in Children's Services.
Early Careers pathway	Opportunities to develop early careers pathways have been identified as part of the Apprenticeship Reforms agenda. The Business Support service has also developed an approach to attract and develop young people into the organisation and have identified career and personal development pathways to support this. The approach will help to inform similar work in other services across the council.
Evaluation of Modern benefits package pilot	3,034 employees have signed up to the Employee Benefits online portal (Perkbox) since the end of February 2018 outstripping all previous campaigns in terms of sign up. There is evidence that actions to encourage participation from those employees who are traditionally hard to reach have worked well. Anecdotal information from employees is confirming that our aim of achieving £400-600p.a. of savings on everyday expenditure is achievable. The most popular perk is the monthly free coffee from café Nero with 1,065 being claimed
Apprenticeship reforms	<p>The Council has integrated apprenticeship reforms within its workforce plan. An apprenticeship strategy, policy and process for using apprenticeships to develop the workforce are in place. Significant progress has been made in recruiting apprentices in both Maintained Schools and our Employer Provider Provision managed within Business Support.</p> <p>As at end September, there were 128 apprentices on roll equating to a levy spend of approx. £468,800 on successful completion of the apprenticeship training.</p>

Employer of Choice - attracting excellent talent and building our workforce for the future	
Benefits achieved	Next steps
<ul style="list-style-type: none"> • Increased the priority of succession planning across LCC • Developed models to support succession planning work • 3,034 employees signed up to modern benefits package • Increased number and variety of training opportunities for new and existing employees (apprenticeships) • Increased number of apprenticeship opportunities in hard to recruit and retain areas • Reduction in financial liability as regards apprenticeship levy 	<ul style="list-style-type: none"> • Further implementation of succession plans across LCC • Further longer term development of modern benefits package • Communications being planned to change the perception of apprenticeships as an opportunity to improve skills for current and future needs across all ages and levels across the organisation • Once relevant apprenticeship standards become available, consider apprenticeship opportunities as part of recruitment. • Working with trailblazers to increase the availability of apprenticeship standards for the Council key priority professions • Working with suppliers to encourage integration of recognised qualifications • Continue to drive the uptake of apprenticeships

3. Engagement - Creating a positive and sustainable environment where employees feel able to engage with colleagues to shape the future of the Council

Activity	Update
Delivery of Health and Wellbeing Strategy and plan	<p>The Organisational Development Steering group with representative from all Director areas developed the initial Health and Wellbeing strategy. The strategy links themes for 'Workplace Wellbeing' from both the CIPD and the NHS, along with the Council Workforce Plan and the Lincolnshire Joint Health and Wellbeing Strategy. In September engagement has taken place with the following groups to inform the development of the strategy delivery plan:</p> <p>Senior Leadership Group Disability Steering Group People Management Service</p> <p>The Health and Wellbeing Strategy and plan will be signed off by CMB in late October</p> <p>Other Health and Wellbeing activity includes:</p> <ul style="list-style-type: none"> • Development of a flu vaccination programme for all staff • Further development of mental health and resilience training programme 2018/19
Employee survey – progress on actions	<p>Further to the report to OSMB 30/08/18 outlining the positive responses received in the 2017 employee survey, work is taking place to address the IMT and Property issues identified to further improve the employee's experience of working for the Council. A report containing a more detailed update of progress will be shared with OSMB in February 2019 as requested.</p>
Review of employment policies and practices	<p>All employment policies are updated in line with a three year review schedule.</p> <p>Key changes in the last year include:</p> <ul style="list-style-type: none"> • Widening the scope of the policies to include school employees where possible to avoid policy duplication • Update of Recruitment documents following the

	<p>review of the recruitment team and processes</p> <ul style="list-style-type: none"> • Market supplements policy was changed to better support attraction and retention • Incorporating legislation changes including the gender pay gap, fluency duty, shared parental leave, the General Data Protection Regulation (GDPR). <p>In addition to the schedule, many minor changes are made as a result of lessons learned in the management of employment cases, legislation changes, audit report feedback, or wider system and process changes.</p>
Corporate Workforce and HR Management Information	The provision of quality HR data is under regular review. Going forward new developments will seek to improve the capture of quality information, automation of analysis, accessibility of data, as well as external benchmarking.
Engagement	
Benefits achieved	Next steps
<ul style="list-style-type: none"> • The total days lost to sickness absence for LCC is below the target level 	<ul style="list-style-type: none"> • Developing the Health and Wellbeing strategy delivery plan. • Monitoring progress on Employee Survey action plans and preparing for the 2019 Employee Survey. • Progressing improvements to the capture of quality information, (including through self service), automation of analysis, accessibility of data, as well as external benchmarking.

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Open Report on behalf of Keith Ireland, Chief Executive

Report to:	Overview and Scrutiny Management Board
Date:	25 October 2018
Subject:	Scrutiny Committee Work Programmes: - <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee

Summary:

The Overview and Scrutiny Management Board reviews the work programme of each scrutiny committee on a quarterly basis, with the focus on two or three scrutiny committee work programmes at each meeting.

This report sets out the work programmes of the Environment and Economy Scrutiny Committee; and the Public Protection and Communities Scrutiny Committee.

Actions Required:

- 1) The Overview and Scrutiny Management Board is invited to consider the content of the work programmes of the **Environment and Economy Scrutiny Committee** (Appendix A); and the **Highways and Transport Scrutiny Committee** (Appendix B).

1. Background

The Overview and Scrutiny Management Board review the work programmes of each scrutiny committee and each scrutiny committee on a quarterly basis. To facilitate this, the chairman of each scrutiny committee would be invited to provide an update on the work of their committee and any working groups, and highlight future items on which their committee would be focusing.

The table below sets out the reporting timetable for 2018/19:

Scrutiny Committee	First Review	Second Review	Third Review
Adults and Community Wellbeing	26 April 2018	30 August 2018	29 November 2018
Health			

Scrutiny Committee	First Review	Second Review	Third Review
Children and Young People	24 May 2018	27 September 2018	20 December 2018
Public Protection and Communities			
Environment and Economy	28 June 2018	25 October 2018	31 January 2019
Highways and Transport			
Flood and Water Management			

Environment and Economy Scrutiny Committee

The work programme of the Environment and Economy Scrutiny Committee is attached at Appendix A. Councillor Barry Dobson, the Chairman of the Environment and Economy Scrutiny Committee, will be making a statement to provide supporting information on the content of the work programme.

Highways and Transport Scrutiny Committee

The work programme of the Highways and Transport Scrutiny Committee is attached at Appendix B. Councillor Mike Brookes, the Chairman of the Highways and Transport Scrutiny Committee, will be making a statement to provide supporting information on the content of the work programme.

2. Conclusion

As part of the new reporting arrangements of the work programmes of scrutiny committees, the Overview and Scrutiny Management Board is asked to consider the work programmes of the Environment and Economy Scrutiny Committee, and the Highways and Transport Scrutiny Committee.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Environment and Economy Scrutiny Committee Work Programme
Appendix B	Highways and Transport Scrutiny Committee Work Programme

5. Background Papers

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

This report was written by Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE

Since the last report of this Committee to the Board on 28 June 2018, two meetings of the Environment and Economy Scrutiny Committee have taken place. The key issues that the Committee has considered are:

Revitalising our Highstreets

In July 2018 the Committee considered trends that are taking place in the nation's high streets and the work carried out by the Local Government Association into high street vitality. High Streets have recently experienced some high profile losses with some companies disappearing altogether (Maplin and Toys R Us), while others are planning wide reaching store closures.

In Lincolnshire there are signs of significant investment in the County including plans for Lincoln's Cornhill Quarter and the area around Sincil Street and Exchange Square; a proposed new retail development in Sleaford; and ongoing vibrancy of Marshall's Yard in Gainsborough.

The Committee considered work undertaken by the Local Government Association to produce a toolkit to help local authorities to understand the various steps that they could make in supporting high streets through this period of change. The toolkit shows that more responsibilities are at district than county level, but nonetheless it highlighted a useful description of issues that could be addressed.

Given the importance of issues relating to the high street it is important to examine how LCC's various services support high street revitalisation. The Committee supported the formation of a working group to enable this to happen.

Greater Lincolnshire Local Industrial Strategy

In July 2018 the Committee considered an update on the progress towards the production of a Local Industrial Strategy (LIS) following on from a previous item considered in January 2018. As a founding partner of the LEP the Committee endorsed Lincolnshire County Council playing a strong role in supporting the LEP's production of the Local Industrial Strategy.

The Committee considered and endorsed the work undertaken and supported the following areas of focus for a future strategy:

- Food processing productivity
- National Centre for Rural Health
- Future skills needs
- Test bed area for rural energy solutions
- Future proofing our sectors through digitalisation

The Committee will receive a further update on this item towards the end of the year and considered the proposed draft strategy once completed.

Permitted development for shale gas exploration Consultation

In September 2018 the Committee considered responses to two Government consultations in respect to the planning process for shale gas developments. The first consultation by the Ministry of Housing, Communities & Local Government sought views on the relaxation of planning controls for the exploration of shale gas. The second consultation by the Department for Business, Energy and Industrial Strategy invited comments on a proposal to include shale gas production projects within the Nationally Significant Infrastructure Project (NSIP) regime.

The Committee highlighted concern that permitted development rights for development allow the grant of planning permission by the General Permitted Development (England) Order 2015 without the need for a formal planning application. The Committee unanimously endorsed the proposed responses and the need for timely planning decisions whilst also ensuring local communities are fully involved in planning decisions for developments that will impact on them.

The Committee will continue to monitor this area and receive additional items as required.

Joint Municipal Waste Management Strategy (JMWMS)

In September 2018 the Committee revisited the Joint Municipal Waste Management Strategy. A previous Consultation Draft JMWMS came before Environment and Economy Scrutiny in April 2018. The Committee considered a revised version in line with consultation feedback including from the committee. The Revised Draft has now been endorsed by the Lincolnshire Waste Partnership (LWP), subject to minor modifications, with the recommendation that each partner council now formally adopts this JMWMS.

The Committee supported the Joint Municipal Waste Management Strategy and recommended the Executive endorse the final JMWMS and to recommend its adoption by the County Council at its meeting on 14th December 2018.

Future Work Planned

30 OCTOBER 2018 – 10.00am		
Item	Contributor	Purpose
Greater Lincolnshire Local Industrial Strategy	Cathy Jones, Policy Manager, Greater Lincolnshire LEP	Review of the work undertaken on the Greater Lincolnshire Local Industrial Strategy
Agri-Food Sector – Plan, Progress and Prospects	Justin Brown, Head of Economic Development	To provide an update on the agri-food sector plan and seek advice from members on next steps
Greater Lincolnshire Local Enterprise Partnership – Accountable Body Progress Report	Linsay Hill Pritchard, Principal Commissioning Officer	To scrutinise performance of the projects funded by greater Lincolnshire LEP (NB. Lincolnshire County Council is the accountable body for the GLLEP)
Agriculture Bill	Vanessa Strange, Accessibility and Growth Manager	Update on the Government's Agriculture Bill

27 NOVEMBER 2018 – 10.00am		
Item	Contributor	Purpose
Household Waste Recycling Centres	Sean Kent, Group Manager Environmental Services	TBC
Visitor Economy Sector – Plan, Progress and Prospects	Mary Powell, Tourism Manager	To provide an update on the visitor economy sector plan and seek advice from members on next steps
Coastal Tourism Marketing	Mary Powell, Tourism Manager	To update members on tools that have been developed to promote Lincolnshire's green coast
Co-commissioning Historic Environment Services	David Hickman, Growth & Environment Commissioner	To shape development of a more integrated approach to LCC services relating to the historic environment.
Quarter 2 Performance Report (1 July to 30 September 2018)	Justin Brown, Commissioner for Economic Growth, David Hickman, Growth and Environment Commissioner	Review of the Key Performance and Customer Satisfaction Information.

15 JANUARY 2019 – 10.00am		
Item	Contributor	Purpose
Revenue and Capital Budget Proposals 2019/20	Andy Gutherson, County Commissioner Economy and Place; Justin Brown, Commissioner for Economic Growth; David Hickman, Growth and Environment Commissioner	PRE-DECISION SCRUTINY Budget Proposals for 2019/20
Third Carbon Management Plan	Vanessa Strange, Accessibility and Growth Manager	Review of the initial draft of the third Carbon Management Plan
LEP Review	Ruth Carver, LEP Director	To update members on the emerging implications of the LEP and recommend any required LCC actions
Holbeach Food Enterprise Zone	Simon Wright, Regeneration Projects Manager and Ian Walker, Senior Project Manager	To update members on the Holbeach FEZ
Skegness Countryside Business Park	Tanya Vaughan, Senior Project Manager	

26 FEBRUARY 2019 – 10.00am		
Item	Contributor	Purpose
Quarter 3 Performance Report (1 October to 31 December 2018)	Justin Brown, Commissioner for Economic Growth, David Hickman, Growth and Environment Commissioner	Review of the Key Performance and Customer Satisfaction Information.
Recommendations of High Street Revitalisation working group	Justin Brown, Commissioner for Economic Growth	To review the findings of the working group before making recommendations to the Executive Councillor (Economy and Place)
Learning points from DfE/GLLEP Skills Pilot Project	Clare Hughes, Skills Manager, Greater Lincolnshire LEP	Review of the programme to assist people in retraining to higher qualifications

26 FEBRUARY 2019 – 10.00am		
Item	Contributor	Purpose
Greater Lincolnshire Local Enterprise Partnership – Accountable Body Progress Report	Linsay Hill Pritchard, Principal Commissioning Officer	To scrutinise performance of the projects funded by greater Lincolnshire LEP (NB. Lincolnshire County Council is the accountable body for the GLLEP)
Lincolnshire Utility Strategy	Andrew Brooks, Regeneration Manager	To update members on the progress and next steps for the Lincolnshire utility strategy
Team Lincolnshire Programme 2019/2020	Jill McCarthy, Investment Team Manager	To update members on the Team Lincolnshire programme to attract investment into the county

09 APRIL 2019 – 10.00am North Sea Observatory, Chapel St Leonards		
Item	Contributor	Purpose
Lincolnshire Broadband Programme Progress Report	Steve Brookes, Lincolnshire Broadband Programme Manager	Review of the implementation of the Lincolnshire Broadband Programme (Onlincolnshire).
LCC Business Centres and economic development portfolio progress report/occupancy figures	Simon Wright, Regeneration Projects Manager, Emma McCuddon Woodcock and Alistair Humphreys, Regeneration projects Officers	To scrutinise occupancy levels at LCC's economic development portfolio
Scale up Business Advice	Samantha Harrison, Enterprise Growth Manager	To scrutinise performance of the Business Growth Hub's scale up programme and make recommendations on enhancing the service as appropriate
Lincolnshire's relationship with Hunan, China Emerging Priorities	Angela Driver / Simon Murphy, Senior Enterprise Growth Officers	a review of progress and debate about next steps

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

HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE

Since the last report of this Committee to the Board on 28 June 2018, two meetings of the Highways and Transport Scrutiny Committee have taken place. The key issues that the Committee has considered are:

Route and Place Based Transport Strategies

In July 2018 the Committee considered the benefits of clear Transport Strategies in the delivery of improvements to the transport network through the identification of policies and proposals founded on a sound evidence base. The Committee considered proposals for the future of the Route and Place Based Transport Strategies across Lincolnshire and endorsed the proposed model for creating these various strategies.

The Committee determined to receive an annual report on the progress of the overall development of Route and Place Based Transport Strategies for the County, and also to consider each individual strategy at an appropriate point in its lifecycle. The Committee propose to review the Boston and Lincoln transport strategies later in 2018.

Highways Infrastructure Asset Management Plan

In September 2018 the Committee considered the Highways Infrastructure Asset Management Plan (HIAMP) which sets out the policies and standards around Highways Maintenance. The Committee supported a robust Asset Management Plan as an instrumental tool towards achieving the aim of maintaining Band 3 Highways status and align with the Well Maintained Highways – Code of Practice.

The Committee unanimously supported the recommendations to the Executive Councillor on this item and supported response times becoming more risk based due to the increase in inspections, and the opportunity for Highways Officers to escalate or de-escalate a defect through a risk assessment.

The Committee highlighted the essential need for Member-led input for escalation based on the number of enquiries to elected representatives being fed to the Highways Officer, or sent through our web portal.

The Committee highlighted the high quality of the Highways Infrastructure Asset Management Plan and recommended that the Overview Scrutiny Management Board consider that the style of the report should be endorsed as good practice to other Council departments.

The Committee plan to review the HIAMP on an annual basis.

North Hykeham Relief Road Business case

In September 2018 the Committee considered the length and type of carriageway, for the North Hykeham Relief Road prior to the completion of the Outline Business Case. The Committee supported a dual carriageway from the A46 (Pennells' roundabout) to connect with the roundabout at the A15 (currently being constructed as part of the Lincoln Eastern Bypass). As the final phase of the ring road around Greater Lincoln and North Hykeham, the Committee felt this would give added resilience and increase traffic relief on the A46.

CCTV Pilot Scheme for Parking enforcement outside schools

At the September meeting the Committee reviewed the CCTV enforcement trial implemented outside eight schools within the County. The Committee previously supported and recommended that Lincolnshire County Council implement a trial scheme involving a CCTV vehicle to monitor motorist's behaviour on school keep clear markings. The scheme was implemented in January 2017 and is currently ongoing.

The Committee considered progress of the trial over the last 18 months and highlighted a number of areas for future development, and queried whether there were other options that could have a wider benefit to schools across Lincolnshire.

The Committee endorse that a decision be taken for the trial be extended for a final time for further 12 months until the end of 2019 on the understanding that a Working Group is established in early 2019 to consider more detailed information and the possible outcomes / recommendations from this trial scheme.

The Committee will continue to review this area of work during 2019.

Future Work Planned

22 OCTOBER 2018 – 10:00am		
Item	Contributor	Purpose
Engagement with Network Rail	Network Rail	Annual engagement session with Network Rail which will include details of network performance and discussion of any key issues or concerns in Lincolnshire.
Highways 2020 Update	Paul Rusted, Infrastructure Commissioner	Update on progress towards replacement arrangements for Highways 2020.
New Highways Operating Model VfM Assessment	Paul Rusted, Infrastructure Commissioner	Consideration of the value for money assessment for the New Highways Operating Model.

22 OCTOBER 2018 – 10:00am		
Item	Contributor	Purpose
Effective Highways Communication	Satish Shah, Network Manager	Review of the work being undertaken to enhance service users' experience with regards to the Highways and Transport services.

10 DECEMBER 2018 – 10:00am		
Item	Contributor	Purpose
Quarter 2 Performance Report (1 July to 30 September 2018)	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.
Lincoln Transport Strategy	Sam Edwards, Major Schemes and Design Commissioner	
Boston Transport Strategy Progress Report	Sam Edwards, Major Schemes and Design Commissioner	Review of the progress for the Boston Transport Strategy.
Lincolnshire Connected	Vanessa Strange, Accessibility and Growth Manager; Ian Kitchen, Transport Policy Manager	Update on the work being undertaken in relation to future infrastructure requirements.
Highways Grass Cutting and Control of Weeds Update	Paul Little, Highway Asset Manager	Review of the current arrangements for Grass Cutting and Control of Weeds following the 2018 season.

21 JANUARY 2019 – 10:00am		
Item	Contributor	Purpose
Revenue and Capital Budget Proposals 2018/19	Andy Gutherson, County Commissioner Economy and Place, Paul Rusted, Infrastructure Commissioner	PRE-DECISION SCRUTINY Budget Proposals for 2018/19
Highways 2020 Update	Paul Rusted, Infrastructure Commissioner	Update on progress towards replacement arrangements for Highways 2020.
Permit Scheme Annual Report 2017/18	Mick Phoenix, Network Management Commissioner; Mandi Robinson Network Regulation Compliance Manager	Annual review of the Highway Permit Scheme.

21 JANUARY 2019 – 10:00am		
Item	Contributor	Purpose
Parking Policy and Strategy	Matt Jones, Parking Services Manager	Consideration of an updated version of Lincolnshire County Council's parking policy and strategy.

11 MARCH 2019 – 10:00am		
Item	Contributor	Purpose
Quarter 3 Performance Report (1 October to 31 December 2018)	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.

29 APRIL 2019 – 10:00am		
Item	Contributor	Purpose
Winter Maintenance – End of Year Report	Vincent VanDoninck, Policy and Strategic Asset Manager	Review of 2018/19 winter maintenance period.
Review of the Highways Infrastructure Asset Management Plan (HIAMP)	Vincent VanDoninck, Policy and Strategic Asset Manager	Review of the Highways Infrastructure Asset Management Plan.

10 JUNE 2019 – 10:00am		
Item	Contributor	Purpose
Quarter 4 Performance Report (1 January to 31 March 2019)	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information and progress against the NHT Public Satisfaction Survey 2017 Action Plan
Route and Place Based Transport Strategies Annual Report	Sam Edwards, Major Schemes and Design Commissioner	Annual review of Route and Place Based Transport Strategies development.

Items to be programmed

- **A46 Dunholme / Welton Roundabout scheme**
- **Midlands Connect Update**
- **Review of Cycling Strategy**
- **Local Transport Plan**

- **Coastal Highway** – Teresa James, Senior Project Leader – *Review of the first phase of work and initial report on possible options.*
- **Review of the Lincolnshire 'Bus Strategy'**
- **Passenger Transport Strategy**
- **Re-consideration of the Speed Management in Lincolnshire Scrutiny Review - (20mph Limits and Zones)** – *To be reviewed once additional information is received from Government.*
- **Midlands Connect Sub National Transport Body**

Other

- A **CCTV Pilot Scheme Working Group** will commence in April 2019 and report back to the Committee in late 2019.

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

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Policy and Scrutiny

Open Report on behalf of Keith Ireland, Chief Executive

Report to:	Overview and Scrutiny Management Board
Date:	25 October 2018
Subject:	Overview and Scrutiny Management Board Work Programme

Summary:

This item enables the Board to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit. Members are encouraged to highlight items that could be included for consideration in the work programme.

The work programme will be reviewed at each meeting of the Board to ensure that its contents are still relevant and will add value to the work of the Council and partners.

Actions Required:

Members of the Board are invited to:

- 1) Review and agree the Board's work programme as set out in Appendix A to this report.
- 2) Highlight for discussion any additional scrutiny activity which could be included for consideration in the work programme.

1. Background

Overview and Scrutiny should be positive, constructive, independent, fair and open. The scrutiny process should be challenging, as its aim is to identify areas for improvement. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

Overview and scrutiny committees should not, as a general rule, involve themselves in relatively minor matters or individual cases, particularly where there are other processes, which can handle these issues more effectively.

All members of overview and scrutiny committees are encouraged to bring forward important items of community interest to the Board whilst recognising that not all items will be taken up depending on available resource and assessment against the prioritisation toolkit.

Purpose of Scrutiny Activity

Set out below are the definitions used to describe the types of scrutiny, relating to the items on the Board's Work Programme:

Policy Development - The Board is involved in the development of policy, usually at an early stage, where a range of options are being considered.

Pre-Decision Scrutiny - The Board is scrutinising a proposal, prior to a decision on the proposal by the Executive, the Executive Councillor or a senior officer.

Policy Review - The Board is reviewing the implementation of policy, to consider the success, impact, outcomes and performance.

Performance Scrutiny - The Board is scrutinising periodic performance, issue specific performance or external inspection reports.

Consultation - The Board is responding to (or making arrangements to) respond to a consultation, either formally or informally. This includes pre-consultation engagement.

Budget Scrutiny - The Board is scrutinising the previous year's budget, or the current year's budget or proposals for the future year's budget.

Requests for specific items for information should be dealt with by other means, for instance briefing papers to members.

Identifying Topics

Selecting the right topics where scrutiny can add value is essential in order for scrutiny to be a positive influence on the work of the Council. Members may wish to consider the following questions when highlighting potential topics for discussion to the Board:-

- Will Scrutiny input add value?
Is there a clear objective for scrutinising the topic, what are the identifiable benefits and what is the likelihood of achieving a desired outcome?
- Is the topic a concern to local residents?
Does the topic have a potential impact for one or more section(s) of the local population?
- Is the topic a Council or partner priority area?
Does the topic relate to council corporate priority areas and is there a high level of budgetary commitment to the service/policy area?
- Are there relevant external factors relating to the issue?
Is the topic a central government priority area or is it a result of new government guidance or legislation?

Scrutiny and Executive Protocol

The County Council's Scrutiny and Executive Protocol sets out practical working arrangements which develops a unity of purpose between the Executive, overview and scrutiny committees as well as the Council's senior managers.

The 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 the Protocol.

The Protocol includes the following expectations:

- The Chairman or Vice Chairman of the Overview and Scrutiny Management Board will as far as possible attend each meeting of the Executive.
- 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.
- 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.
- 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.

Scrutiny Panel Activity

Where a topic requires more in-depth consideration, the Board may commission a Scrutiny Panel to undertake a Scrutiny Review, subject to the availability of resources and approval of the Board. Details of Scrutiny Panel activity is set out in Appendix B.

Work Programme items on scrutiny review activity can include discussion on possible scrutiny review items; finalising the scoping for the review; consideration and approval of the final report; the response to the report; and monitoring outcomes of previous reviews.

The Board may also establish a maximum of two working groups at any one time, comprising a group of members from the Board.

Committee Working Group Activity

Scrutiny Committees may establish informal working groups, which can meet a maximum of three times, 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 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

The Board's work programme for the coming year is attached at Appendix A to this report.

Members of the Board are invited to review, consider and comment on the work programme as set out in Appendix A and highlight for discussion any additional scrutiny activity which could be included for consideration in the work programme.

Consideration should be given to the items included in the work programme as well as any 'items to be programmed' listed.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Overview and Scrutiny Management Board – Work Programme
Appendix B	Scrutiny Panel Activity
Appendix C	Working Group Activity
Appendix D	Forward Plan of Decisions

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 Tracy Johnson, Senior Scrutiny Officer, who can be contacted on 01522 552164 or by e-mail at Tracy.Johnson@lincolnshire.gov.uk

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Chairman: Councillor Robert Parker
 Vice Chairman: Councillor Ray Wootten

Each agenda includes the following standard items:

- **Call-in (if required)**
- **Councillor Call for Action (if required)**

25 October 2018		
Item	Contributor	Purpose
Review of Financial Risk Assessment	Sue Maycock – Head of Finance (Corporate)	Budget Scrutiny
Council People Management and Workforce Plan 2018 – 19 Progress Report	Fiona Thompson, Service Manager – People Management	Performance Scrutiny
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee 	Cllr Barry Dobson Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes Chairman of Highways and Transport Scrutiny Committee	Performance Scrutiny

29 November 2018		
Item	Contributor	Purpose
Performance of the Corporate Support Services Contract	Sophie Reeve, Chief Commercial Officer Arnd Hobohm, Corporate Support Services Contract Manager	Performance Scrutiny
2018/19 Council Business Plan Quarter 2	Jasmine Sodhi, Performance and Equalities Manager	Performance Scrutiny / Pre-Decision Scrutiny (Executive decision on 18 December 2018)

29 November 2018		
Item	Contributor	Purpose
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> Adults and Community Wellbeing Scrutiny Committee Health Scrutiny Committee 	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny
Treasury Management Performance Quarter 2 (1 July to 30 September 2018)	Karen Tonge, Treasury Manager	Performance Scrutiny (For Information)

20 December 2018		
Item	Contributor	Purpose
Capital Strategy	David Forbes, County Finance Officer Sue Maycock, Head of Finance - Corporate	Pre-Decision Scrutiny (Executive decision on 5 February 2019)
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> Children and Young People Scrutiny Committee Public Protection and Communities Scrutiny Committee 	Cllr Robert Foulkes, Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper, Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

31 January 2019		
Item	Contributor	Purpose
Revenue and Capital Budget Monitoring Report 2018/19	David Forbes, County Finance Officer	Pre-Decision Scrutiny (Executive Decision on 5 February 2019)
Service Budget Proposals 2019/20	David Forbes, County Finance Officer	Budget Scrutiny
Council Budget 2019/20	David Forbes, County Finance Officer	Budget Scrutiny / Pre-Decision Scrutiny (Executive Decision on 5 February 2019 and Council Decision on 22 February 2019)
Final Draft Council Business Plan 2019/20	Jasmine Sodhi, Performance and Equalities Manager	Pre-Decision Scrutiny (Executive Decision on 5 February 2019)
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee • Flood and Water Management Scrutiny Committee 	Cllr Barry Dobson Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes Chairman of Highways and Transport Scrutiny Committee Cllr Bob Adams Chairman of the Flood and Water Management Scrutiny Committee	Performance Scrutiny

28 February 2019		
Item	Contributor	Purpose
2018/19 Council Business Plan Quarter 3	Jasmine Sodhi Performance and Equalities Manager	Performance Scrutiny / Pre-Decision Scrutiny (Executive decision on 5 March 2019)
Treasury Management Strategy Statement and Annual Investment Strategy 2019/20	Karen Tonge Treasury Manager	Pre-Decision Scrutiny
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> Adults and Community Wellbeing Scrutiny Committee Health Scrutiny Committee 	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny
Treasury Management Performance Quarter 3 (1 October 2018 to 31 December 2018)	Karen Tonge Treasury Manager	Performance Scrutiny (For Information)

28 March 2019		
Item	Contributor	Purpose
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> Children and Young People Scrutiny Committee Public Protection and Communities Scrutiny Committee 	Cllr Robert Foulkes Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

25 April 2019		
Item	Contributor	Purpose
Overview and Scrutiny Annual Report	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Performance Scrutiny
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee 	Cllr Barry Dobson Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes Chairman of Highways and Transport Scrutiny Committee	Performance Scrutiny

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

Scrutiny Panel Activity

(as at 17 October 2018)

Current Reviews

Scrutiny Panel A	Membership	Completion Date
Roundabout Sponsorship and Advertising	Councillors L Wootten (Chairman), S R Parkin (Vice Chairman), W J Aron, Mrs A M Austin, Mrs P Cooper, P Coupland, A G Hagues and N Pepper	11 March 2019

Scrutiny Panel B	Membership	Completion Date
Transitions	Councillors Mrs A Newton (Chairman), A H Turner (Vice Chairman), R L Foulkes, A G Hagues, C Matthews, S R Parkin, R H Trollope-Bellew and M A Whittington	28 March 2019

All completed review reports to be approved by relevant scrutiny committee before consideration at a meeting of the County Council's Executive.

Working Group Activity

(as at 17 October 2018)

Committee	Working Group	Membership
Adults and Community Wellbeing Scrutiny Committee	Government Green Paper – Care and Support for Older People	Councillors C E H Marfleet, R J Kendrick, Mrs J E Killey, A P Maughan, Mrs E J Sneath and M A Whittington
Environment and Economy Scrutiny Committee	High Street Vitality	Councillors B Dobson, B Adams, W Bowkett, Mrs J Brockway, K Clarke, K Cook, G Cullen, Mrs C Lawton and A Spencer
Overview and Scrutiny Management Board	UK's Exit from the European Union	Councillors Mrs A Austin, T Bridges, M Brookes, M T Fido, R L Foulkes, C E H Marfleet, Mrs M J Overton MBE, R B Parker, A M Stokes and Mrs C A Talbot; and added member: Mr S Rudman
Overview and Scrutiny Management Board	IT Provision	Councillors B Adams, M D Boles, C J T H Brewis, T Bridges, Mrs J Brockway, S R Dodds, S P Roe and M A Whittington
Health Scrutiny Committee for Lincolnshire	Louth County Hospital – Inpatient Services	Councillors C S Macey and C Matthews; and District Councillors P Howitt-Cowan and Mrs P Watson
Health Scrutiny Committee for Lincolnshire	Integrated Care Provider Contract - Consultation	Councillors C S Macey and C J T H Brewis, R J Kendrick and R Wooten
Health Scrutiny Committee for Lincolnshire	NHS Finance	Councillors C S Macey and C J T H Brewis; and District Councillors P Gleeson and Mrs R Kaberry-Brown

Update on the IMT Working Group

On 29 March 2018, the Overview and Scrutiny Management Board established the IMT Working Group. Following the confirmation of the membership, the first meeting of the working group took place on 18 July 2018, with a further meeting taking place on 10 September.

Membership

The IMT Working Group comprises the following members: Councillors Jackie Brockway (Chairman), Sarah Parkin (Vice Chairman), Bob Adams, Matt Boles, Chris Brewis, Tony Bridges, Stephen Roe and Mark Whittington. The working group has been supported at each meeting by John Wickens, the Chief Digital Officer.

Development of the IMT Strategy

A key task for the Council is the development of the IMT Strategy, which is expected in draft form by the end of 2018. The working group has given some initial consideration to the content of the strategy and some of its key themes. The working group has supported an approach which would include three key elements in the strategy:

- Information Management
- Service
- Technical

The working group understands that the emphasis of the IMT Strategy will be to move to a more external focus, rather than the existing largely internal focus, with the needs of the citizen on at least an equal footing to the organisation's internal needs.

The working group has also supported the Chief Digital Officer's proposal for the following themes to be included in the strategy:

- the Digital Citizen
- the Digital Worker;
- the Digital Manager; and
- Foundation.

The working group has also explored the issue of the extent to which it would be possible to compose an IMT strategy without addressing some of the existing issues. The working group has been advised that Microsoft will be involved in providing advice to the Council.

The working group has also highlighted the importance of all parts of the organisations being involved in the IMT strategy.

Risk Management

On 10 September, the working group considered an item on risk management and was advised that the IMT risks were managed in line with the corporate approach, which focused on the following areas: service delivery; reputation; finance; and people. A detailed risk treatment plan had been developed.

Activity of the Board

The Overview and Scrutiny Management Board has continued with IT related items, for example items on the performance of the corporate support services contractor. The Board has also indicated its own interest in the IMT strategy. It is suggested that the work of this Board and the working group is aligned.

FORWARD PLAN OF KEY DECISIONS FROM 1 NOVEMBER 2018

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
I016468	Adoption of Lincolnshire Waste Partnership's Joint Municipal Waste Management Strategy	Open	Executive 6 Nov 2018	Lincolnshire Waste Partnership; Lincolnshire County Council's Environment and Economy Scrutiny Committee; neighbouring councils; and public consultation	Report	Senior Commissioning Officer (Waste) Tel: 01522 552371 Email: matthew.michell@lincolnshire.gov.uk	All Divisions

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, New land, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
I015623	Building Communities of Specialist Provision: A Collaborative Strategy for Children and Young People with Specialist Educational Needs and Disabilities (SEND) in Lincolnshire	Open	Executive 6 Nov 2018	Lincolnshire Parent Carer Forum; Special School Head Teachers; Trustees and Governing Body members; Lincolnshire Schools' Forum; Lincolnshire Learning Partnership; Mainstream School Leaders; Staff, parents/carers and friends of the special schools; union representative; all parent/carers of pupils attending Special Schools in and outside of the county; all SENDCo's registered with Lincolnshire County Council's (LCC) SENDCo network; all independent non-maintained special schools and out of county schools where LCC have pupils placed; Health: commissioning and providers; key interested parties noted on the list; general public and the Children and Young People Scrutiny Committee	Report	SEND Project Office Tel: 01522 554943 Email: eileen.mcmorrow@lincolnshire.gov.uk	All Divisions
I016624 New!	Long Acting Reversible Contraception, Emergency Hormonal Contraception and Pregnancy Testing	Open	Executive Councillor: Adult Care, Health and Children's Services Between 3 Dec 2018 and 7 Dec 2018	Public Health SMT; Commercial Team – People Services; Adult and Community Wellbeing DMT; Adults and Community Wellbeing Scrutiny Committee	Report	Senior Commercial and Procurement Officer Tel: 01522 553672 Email: linda.turbull@lincolnshire.gov.uk	All Divisions

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
I016025	To seek approval to go out to Consultation on the approved options for the Future Model for the Heritage Service	Open	Executive 18 Dec 2018	Public Protection and Communities Scrutiny Committee	Report	Chief Community Engagement Officer Tel: 01522 553786 Email: nicole.hilton@lincolnshire.gov.uk	All Divisions
I016571 New!	Council Budget 2019/20	Open	Executive 18 Dec 2018	Overview and Scrutiny Management Board	Report	County Finance Officer Tel: 01522 553642 Email: david.forbes@lincolnshire.gov.uk	All Divisions
I016572 New!	Council Budget 2019/20	Open	Executive 5 Feb 2019	Overview and Scrutiny Management Board	Report	County Finance Officer Tel: 01522 553642 Email: David.forbes@lincolnshire.gov.uk	All Divisions
I015181	Revenue and Capital Budget Monitoring Report 2018/19	Open	Executive 5 Feb 2019	Overview and Scrutiny Management Board	Report	County Finance Officer Tel: 01522 553642 e-mail: david.forbes@lincolnshire.gov.uk	All Divisions
I013959	Future Model of the Heritage Service	Open	Executive 8 May 2019	Public Protection and Communities Scrutiny Committee	Report	Chief Community Engagement Officer Tel: 01522 553831 Email: nicole.hilton@lincolnshire.gov.uk	All Divisions