

**OVERVIEW AND SCRUTINY  
 MANAGEMENT BOARD  
 28 JUNE 2018**

**PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)**

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

**Added Members**

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

Parent Governor Representatives: Mrs P J Barnett

Councillors: M A Whittington and B Young attended the meeting as observers

Officers in attendance:-

Andrea Brown (Democratic Services Officer), David Forbes (County Finance Officer), Nicole Hilton (Chief Community Engagement Officer), Steve Houchin (Head of Finance, Adult Care and Community Wellbeing), Andrew McLean (Service Manager Commissioning), Pete Moore (Executive Director, Finance and Public Protection), Mark Popplewell (Head of Finance (Children's Services)), Sophie Reeve (Chief Commercial Officer), Dave Simpson (Technical and Development Finance Manager), Jasmine Sodhi (Performance and Equalities Manager), Karen Spencer (Strategic Communications Manager), Daniel Steel (Scrutiny Officer), Karen Tonge, Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), John Wickens (Chief Digital Officer), Jason Davenport (Payroll Consultant) and Wendy Henry (People Management Performance and Programme Manager)

10 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor M Brookes.

It was reported that, under the Local Government (Committee and Political Groups) Regulations 1990, Councillor B Adams had been appointed as replacement member for Councillor M Brookes, for this meeting only.

11 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of Members' interests at this point of the proceedings, however, Councillor Mrs K Cook asked the Board to note that she was a Governor of Lincolnshire Partnership NHS Foundation Trust, which was referred to in item 8 (Commercialisation and Commissioning Strategies) and item 10 (Review of Financial Performance 2017/18) of the agenda pack.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD****28 JUNE 2018**12 MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT BOARD HELD ON 24 MAY 2018

RESOLVED

That the minutes of the previous meeting, held on 24 May 2018, be agreed and signed by the Chairman as a correct record.

13 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLOR FOR RESOURCES AND COMMUNICATIONS AND CHIEF OFFICERS

The Chairman attended the Executive at its meeting on 5 June 2018 and reported that Councillor Mrs A M Newton had presented the final report and recommendations from the Street Lighting Review. The Executive supported, in principle, the five recommendations of the Scrutiny Review and had requested that Councillor B Young, Executive Councillor for Community Safety and People Management, respond to the report by 5 September 2018. The Board would consider the response from Councillor Young at its meeting in September.

Members were reminded that an IMT Engagement Session would be held after the meeting at 3.00pm. The Chairman encouraged Members to attend to ensure that their own view on the future of the IMT service be provided.

There were no announcements from the Executive Councillor for Community Safety and People Management, Executive Support Councillor for Resources and Communications or Chief Officers.

14 CONSIDERATION OF CALL-INS

No Call-Ins had been received.

15 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

No Councillor Calls for Action had been received.

16 CORPORATE SUPPORT SERVICES - RE-PROVISION: PAYROLL PROGRESS REPORT

Consideration was given to a report by the Executive Director of Children's Services, which provided an update on progress for the potential transition of the Council's Payroll/HR Admin Services and Enterprise Resource Planning (ERP) system (BWON) to Hoople Ltd, via a shared service agreement with Herefordshire Council.

Andrew McLean, Chief Commissioning Officer, introduced the report and gave a presentation to Members on the current position. The presentation covered the following:-

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1. Payroll/HR Admin support & ERP System Update – Workshops;
2. Due Diligence;
  - a. Analysis Toolkit
    - i. Strategic Categories;
    - ii. Diligence Tests;
    - iii. Ongoing Reviews; and
    - iv. Rating Improvement throughout transition phase;
3. Programme Plan;
  - a. Category Breakdown; and
  - b. Dovetail with Hoople's transition plan; and
4. Questions?

Jason Davenport, External Payroll Adviser to the Council, explained that scenario testing had been undertaken on payroll, particularly in relation to retained firefighters. The results of the testing had been solid and Hoople had given a demonstration of how that area of payroll would be delivered within the system. A meeting had also taken place with the Chief Fire Officer and LFR Area Manager to identify any potential issues. The Chief Fire Officer had indicated his confidence in the approach taken so far based on the information provided.

The Chairman paused the presentation to allow Members the opportunity to ask questions in relation to Due Diligence, during which the following points were noted:-

- It was acknowledged that insourcing would be one form of contingency should the work with Hoople not progress. However, it was explained, that the contingency areas would be to carry out an insourcing exercise or to continue the service with Serco. As a result, no specific insourcing model had been developed;
- In relation to Ref. No. 009 "*What measures do Hoople have in place for Business Continuity.....*", the Board was advised that continuity plans had been requested from Hoople hence the MoSCoW rating of S. Officers had reviewed past performance, track record, undertaken testing and read reviews but had not yet seen business continuity plans for other customers. Hoople would, therefore, have the opportunity to build those into the contract over the coming months;
- Ref. No. 013 "*Dialogue with existing customers, including schools.....*" – the Board was advised that the Section 151 officer at Rutland County Council had been consulted who confirmed that the approach taken had been supported with best practice and that the whole service was being provisioned on his behalf;
- Ref No. 029 "*The location and proximity of Herefordshire to Lincolnshire for both operational and staffing aspects*" – concern was noted at the ability both to recruit staff, with the required skills, to retain staff and the intention of Hoople to have a physical presence in Lincolnshire. It was explained that there was ongoing dialogue with Hoople in relation to staffing and any opportunity for a local base. It had also been identified that, at least during the transition period, there would be physical representation from Hoople in Lincolnshire;

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- It was suggested that the current process for Fire & Rescue payroll was too complex and that this should become more straightforward once certain complications had been removed. Where there were iterations of payments which could be paid through annual payments this would need to be agreed with the Chief Fire Officer and the Fire Brigade Union (FBU);
- Hoople would drive the recruitment process should the contract be awarded to them and, although the authority could insist on assurance that the right level of staff be employed, it would ultimately be the responsibility of Hoople;
- The Board were content at the due diligence undertaken to-date and happy with the layout of the report, especially the inclusion of both RAG ratings and MoSCoW scoring. It was requested that the direction of travel also be included to assure the Board in future that milestones were being reached in each area;
- The Board stressed the need for any concerns to be shared with Members as soon as they arose.

The Chief Commissioning Officer continued to introduce the report and referred Members to the Project Plan on page 17. The intention was to receive the transition plan from Hoople, which was expected on 5 July 2018, and ensure that the plan interlined with the needs and expectations of the Council.

During discussion, the following points were noted:-

- Page 52 of the report noted that any TUPE process may affect a greater number of female employees. It was explained that this view had been reached following the acknowledgement that the make-up of employees was predominantly female. Until it was known how Hoople intended to appoint staff, work would continue closely with unions and existing staff. The Board was advised that there would be a potential for redundancies;
- The risk rating within Appendix 3 was explained to the Board. Although the risk rating was showing as red on certain areas, this was due to the probability being rated quite low but the risk in each area being high;
- There were no anticipated issues for payroll in 2018/19 however this was rated as a risk factor and would be regularly reviewed. Although historical payroll issues were not being considered during this process, officers remained mindful of these issues;
- It was noted that progress with trade unions was currently unclear and the Board requested more information;
- It was also requested that staff focus be included in all future reports;
- This report and presentation had also been considered by the Lincolnshire School's Forum who had made some suggestions in relation to learning/training on the system for teachers. Early links with head teachers had commenced and all head teachers across Lincolnshire had also received the updates circulated to senior managers within the Council;
- The role of Local Partnerships was explained as the company who would carry out external assurance on the programme. Local Partnerships was owned by the Treasury and the Local Government Association and provide commercial and delivery expertise to the public sector. In the field of Assurance, Local Partnerships was the only provider of services accredited by Government to

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deliver full OGC Gateway Reviews to Local Government and other local public bodies. Members were referred to the Local Partnerships website which provided more information – <http://localpartnerships.org.uk>. The Board asked for further information.

The Chairman closed the debate and confirmed that the Board had requested that the direction of travel also be included within future Due Diligence Analyses; that staff focus be included in future reports; and that further information in relation to the Local Partnership be provided.

**RESOLVED**

That the report and contents be noted and that the requests of the Board be actioned.

**17      COMMISSIONING AND COMMERCIALISATION STRATEGIES**

Consideration was given to a report by the Executive Director of Finance and Public Protection which invited the Board to consider a report on the Commissioning and Commercialisation Strategies, prior to the consideration by the Executive on 3 July 2018.

Sophie Reeve, Chief Commercial Officer, introduced the report which would ask the Executive to approve the content of the Commissioning Strategies as presented at Appendix B and the Commercialisations Strategy at Appendix D.

The Board considered the report in two sections, the first section taken was Commissioning. It was explained that LCC was a commissioning council and, within the Business Plan, the defined purpose was to include commissioning for outcomes based on the needs of the community.

In 2017, further work was undertaken to simplify commissioning and to review Member involvement so that senior members had early sight of proposed outcomes, services and how they might best be delivered. This work resulted in a 'Minimum requirements for Commissioning Strategies and Plans' which commissioners followed. The document was included in the report at Appendix A and it was further explained that although the strategies and plans had minimum requirements, how they were met was not prescribed.

The Board was asked to note that the Commissioning Strategies for Adult Care and Community Wellbeing; and Public Protection and Communities had not yet been through the scrutiny process.

During discussion, the following points were noted:-

- It was agreed that the Commissioning Highlight Report did not best reflect the performance as it only reported if a target had been achieved or failed. For example, if a target was 70%, it reached 69% but this had improved from the

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previous report, it would still be reported as failed. It was agreed that future reports would indicate the direction of travel to give the Board a fuller picture;

- Confirmation was given that quality assurance was fully explored before any contract was awarded. In terms of value for money, the commercial terms of a contract would need to be considered at the same time as the contract itself;
- The intent was to make the process more transparent and inclusive of Members given the increased amount of contracting within the Authority;
- The Commissioning Strategy was a high level document and procurement would be done at a much lower level. It was reported, however, that an amendment clause could be included in the contract to enable flexibility should requirements change;
- A suggestion was made that a summary document, which concisely explained how and why decisions in relation to contracts had been made, be produced. This would then assist Members in the future, following elections, to understand why decisions had been taken. It was agreed that this could be included as part of the wider commercialisation;
- An error was reported on page 82 of the agenda pack. The achievement target for "*Closing the Gap Early Years Foundation Stage Profile*" was 19% but the actual performance was 20% and reported as 'achieved'. In this particular case, a smaller percentage was required, therefore this indicator was 'not achieved';
- The Commissioning Board had also focussed on the outcomes of the strategy work and whether officers had brought forward the correct outcomes for scrutiny.

The introduction continued with the Commercialisation Strategy which set out different categories of commercialisation. Arranged on a continuum, depending on the degree of risk, the activities were:-

- Adopting a commercial mind set and displaying commercial acumen and discipline;
- Being productive in everything we do for ourselves;
- Increased focus on how we buy goods and services including procurement, contract management, shared services arrangements;
- Maximising the return on our assets;
- Covering our costs through charging;
- Trading our services; and
- Investing.

All authorities were in discussions about commercialisation and the relevant drivers. The Board was advised that when the Council first looked at commercialisation there was a considerable information resource from other authorities to draw on. A customer service ethos was specific to Lincolnshire in addition to risk management.

It was proposed to bring an update report back to the Board in six months.

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During discussion, the following points were noted:-

- Appendix A appeared to contradict itself in relation to the Energy from Waste (EfW) plant and it was explained that the site had met the efficient and effective approach in relation to use of all the capacity rather than landfill but that the investment asked in relation to finding a market for the heat produced by the plant was yet to be achieved;
- 'Charging for the use of Council procurement frameworks' was also amber and it was asked to what extent the Council was in competition with ESPO. It was explained that ESPO focussed on goods such as stationery and equipment and the Council focussed on services therefore it was a different market place with little, or no, competition;
- *"The Customer Service Ethos is at the heart of everything we do. Our starting point is always to remember that we are a local authority. We have statutory obligations that we must fulfil including to support and safeguard our most vulnerable residents"* was a statement included within the Commercialisation Strategy. The Board supported this statement and asked that it also be included within the Minimum Requirements document of the Commissioning Strategy;
- The Board highlighted the need to strengthen the wording at bullet point 10 of the 'Commercial Model' section of the report to amend the word 'should' to 'must', i.e. *"The contingency arrangements which will be available in the event of provider failure which must be proportionate with the risk and scale of failure"* and *"Commissioners must also make provision for adequate contract management on external arrangements so that transition and contract management on external arrangements;*
- The Board also highlighted the need to ensure that reasonable consideration was given when determining the delivery model for commissioned services, e.g. outsourced or insourced.

The Chairman summarised the discussions and it was agreed that the following comments be passed to the Executive as part of consideration of this item:-

1. The Board supported the following statements included in the report and Commercialisation Strategy – *"the Customer Service Ethos is at the heart of everything we do. Our starting point is always to remember that we are a local authority. We have statutory obligations that we must fulfil including to support and safeguard our most vulnerable residents"*, and requested that this statement also be included as part of the Commissioning Strategy Minimum Requirements Document;
2. The Board highlighted the need to ensure the Commissioning Strategies and Commercialisation Strategy captured organisational learning to ensure lessons learnt were carried forward to ensure future resilience;
3. The Board highlighted the need to strengthen the wording at bullet point 10 of the 'Commercial Model' section of the Commissioning Strategy Minimum Requirements Document and in the final paragraph of the that report to amend the word 'should' to 'must', i.e. *"the contingency arrangements which will be available in the event of provider failure which must be proportionate with the risk and scale of failure"* and *"Commissioners must also make provision for adequate contract management on external arrangements so that the provider*

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*can be held to account*". This was to ensure provision for adequate transition and contract management on external arrangements; and

4. The Board highlighted the need to ensure that reasonable consideration was given when determining the delivery model for commissioned services, e.g. outsourced or insourced.

**RESOLVED**

1. That the recommendations to the Executive, as set out in the report, be supported;
2. That the additional comments, as noted above, be presented to the Executive for their consideration; and
3. That an update report be added to the Work Programme of the Board at an appropriate time, to be determined by the Chief Commercial Officer.

**18 ACCESS TO THE PUBLIC SECTOR NETWORK**

Consideration was given to a report by the Executive Director of Environment and Economy which provided information on the Access to the Public Sector Network, to be considered by the Executive on 3 July 2018.

John Wickens, Chief Digital Officer, introduced the report which set out the options for securing continued access to the Public Sector Network and sought approval to secure such access through an extension to the existing contractual arrangements procured and delivered through the East Midland Public Sector Network companies.

Unless steps were taken to extend existing arrangements the Council would need to take alternative steps to ensure access to the Public Sector Network. Due to the values involved, this would require a procurement process to be undertaken and it was anticipated this would be particularly complex. Specialist legal input would be required to ensure that the resulting contract took account of all communications, regulatory requirements and dealt with the risk associated with the transfer of equipment.

In the medium term, many central Government applications and systems would remain on the PSN network and the Council's preferred model was to secure access to those services, and the Internet, via the same service provider. This was to ensure best value for the broad range of services which the Council required, including webhosting, email services, office collaboration, HR systems and other generic "cloud" service, whilst not becoming reliant on Internet connectivity and associated risks.

It was noted that Lincolnshire schools had been included within the main EMPSN Services contract with KCom and were currently funded centrally via the Dedicated Schools Budget. This had significant advantages in aggregating demand and smoothing the impacts of rurality on prices should schools be left to procure alone. This had been the principle purpose for other councils which was why they did not deem this to be an infrastructure provider.

The Board agreed that the current arrangements offered good value for money and that the proposals included within the report were a good outcome.

## RESOLVED

That the recommendations to the Executive, as set out within the report, be supported.

### 19 REVIEW OF FINANCIAL PERFORMANCE 2017/18

Consideration was given to a report by the Executive Director of Finance and Public Protection which described the Council's financial performance for 2017/18 and made proposals for the carry forward of over and under spending into the current financial year. The report and comments of the Board were to be considered by the Executive on 3 July 2018.

David Forbes, County Finance Officer, introduced the report and highlighted key areas for the Board's attention:-

- Two Key Financial Performance Measures had not been met – Capital Receipts which was £3.97m short of its £8m target; and Internal Control which had one system – payroll – that had received a 'low assurance' rating for the year;
- Over the four commissioning strategies (Readiness for School; Learn and Achieve; Readiness for Adult Life; and Children are Safe and Healthy), Children's Services had underspent by £0.948m;
- Adult Care & Community Wellbeing had underspent by £1.483m;
- There had been an underspend on the corporate provision for the national living wage of £9m as it was possible to meet this cost by using the Better Care Fund (BCF) within adult care. This revenue underspend had been partly offset against the overspend, which was nearly £4m, to fund the shortfall in order to meet the £8m capital receipts;
- The capital outturn for 2017/18 was noted – net capital expenditure was £53.087m which was £26.751m (33.5%) less than planned;
- It was reported that the accounts were to be closed by the end of May this year rather than the end of July 2018;
- It was confirmed that there were no issues in relation to Prudential Indicators;
- The Council had planned to use £8.000m of flexible capital receipts in 2017/18 to fund transformation projects which would generate ongoing revenue savings to the authority. However, this generated £3.970m less receipts than expected which was mainly as a result of the challenges faced when marketing properties. The shortfall in the capital receipts targets needed to be funded from the revenue budget under current legislation regarding the flexible use of capital receipts;
- It was explained that all under and overspendings on service revenue budgets of up to 1% would be carried forward without exception. In line with previous years, Executive Directors had provided details of how they planned to use the 1% carry forward. It was confirmed that Executive Directors had delegated

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authority to approve the use of any 1% underspend in conjunction with the relevant Portfolio Holder; and

- It was proposed to add the remaining allocation of £18.665m underspend to the Financial Volatility Reserve. The Council's budget strategy envisaged adding an approximate £20m as part of the 2017/18 outturn finalisation. It was explained that this would mean the financial volatility reserve would be £51m in the current year and current projects of £6.5m to be used to balance the budget and to use £21m in 2019/20 to do the same.

The Chairman thanked officers for a clear and concise report and presentation and invited Members to ask questions, during which the following points were noted:-

- It was suggested that Members of the Board, in their capacity as Scrutiny Chairmen, consider providing an indication to the Executive of financial pressures in their own particular areas;
- Although the winter maintenance budget overspent, the directorate had found the money to replace that from other budgets. However, there would have been an option to deal with that through the revenue budget contingency;
- The total reported as being available in schools was an accumulative figure. Reserves could be drawn down for each school. It was confirmed that there was a policy in place which allowed schools to carry forward up to £30k or 8% (whichever is greater) which allowed them to create some flexibility within their reserves.

The Chairman indicated that he would be abstaining on this item due to his position as Labour Group Leader and that he would be speaking to the item when it was considered at Full Council.

The Board agreed that they accepted the broad proposals set out within the report and agreed not to pass any comments to the Executive in relation to this item. It was also agreed that individual Chairmen would approach respective Portfolio Holders in order to make suggestions to the Executive relating to their own areas.

**RESOLVED**

That the report and recommendations to the Executive be supported.

At 1.00pm, Councillor C E H Marfleet and Mrs P J Barnett left the meeting and did not return.

**20 2017/18 COUNCIL BUSINESS PLAN QUARTER 4**

Consideration was given to a report by the Executive Director of Finance and Public Protection on the 2017/18 Council Business Plan Quarter 4 which would also be considered by the Executive on 3 July 2018. The report also presented the Council Business Plan performance indicators which were within the remit of the Board and presented on an annual basis.

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Jasmine Sodhi, Performance and Equalities Manager, introduced the report and advised that all 17 commissioning strategies were reported in Quarter 4.

The following four commissioning strategies had performed really well, with all measures reported in Q4 achieved:-

- Children are safe and health;
- Safeguarding adults;
- Sustaining and growing business and the economy; and
- Sustaining and developing prosperity through infrastructure.

The following ten commissioning strategies performed well and all, except one measure, reported in Q4 achieved the target:-

- Adult Frailty, long term conditions and physical disability;
- Community resilience and assets;
- How we effectively target our resources;
- Learn and achieve;
- Readiness for Adult Life;
- Readiness for School;
- Specialist adult services; and
- Wellbeing.

The following three commissioning strategies continued to show mixed performance:-

- Carers;
- Protecting the Public; and
- Protecting and sustaining the environment.

The Board was given a presentation of the infographics and was referred to Appendix 1 A to the report.

Members were invited to ask questions, during which the following points were noted:-

- The report indicated that the contract with the Lincolnshire Research Observatory (LRO) was to come to an end in 2019 and that Wordpress would be the new platform to host the Council Business Plan performance data from Quarter 1 2018/19. One Member expressed concern that this was one of the most widely used platforms in the world and one which was the most widely attacked. Reassurance was sought that the system was secure;
- Page 223 of the report indicated that the Public Services Network connection compliance was non-compliant and assurance was sought that the information presented in the report at minute number 18 of these minutes was full and correct; and
- Page 211 of the report noted that there had been an increase in 'primary fires' during the same period last year. Although this appeared to be a national trend, Members requested that more comparative information be provided.

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The Chairman thanked Members for their comments and summarised the comments to be passed to the Executive for their consideration:-

- The Board recommended that appropriate IT security measures were in place in relation to the move of the Performance Data from the Lincolnshire Research Observatory (LRO) to Wordpress from Q1 2018/19. This was due to Wordpress being a worldwide platform and one which had been, reportedly, widely attacked;
- The Board highlighted the increase of 51 primary fires as an area of concern and recommended that this be explored further; and
- The Board highlighted concern in the performance of the Public Services Network connection compliance and highlighted the need for maintaining compliance as part of the new agreement to continue with these arrangements.

**RESOLVED**

1. That the recommendations to the Executive as set out in the report be supported; and
2. That the comments of the Board, as noted above, be passed to the Executive as part of the consideration of this item.

**21 TREASURY MANAGEMENT ANNUAL REPORT 2017/18**

Consideration was given to a report by the Executive Director of Finance and Public Protection which detailed the results of the Council's treasury management activities for the financial year 2017/18. The report also compared the activity to the Treasury Management Strategy for 2017/18 which was approved by the Executive Portfolio for Finance on 20 March 2017.

Karen Tonge, Treasury Manager, introduced the report and particularly noted that investment had seen an above average performance given the risk taken. It was explained that the overall credit outlook for banking sector had improved during 2017/18.

No external borrowing had been taken during 2017/18, supported by the fact that long term borrowing rates were lower than at the turn of the year. The level of internal borrowing was at a sustainable level. It was agreed that temporary borrowing to cover liquidity was a sensible approach in the current climate.

Members indicated that they were pleased with the report and complimented the team on outperforming the benchmarking.

**RESOLVED**

That the content of the Treasury Management Annual Report 2017/18 be supported.

## 22 SCRUTINY COMMITTEE WORK PROGRAMMES

The Board considered the work programmes of three scrutiny committees where the following points were noted:-

### Environment and Economy Scrutiny Committee

Councillor B M Dobson, Chairman of the Environment and Economy Scrutiny Committee introduced the work programme and highlighted the following items which had been considered by the Committee since the last update to the Board:-

- Team Lincolnshire;
- Rural Broadband Provision;
- Hotel Strategy; and
- Joint Municipal Waste Management Strategy (JMWMS)

Councillor Dobson updated the Board on progress in the following areas:-

- The Middle Rasen Flood Prevention Scheme  
The scheme involved enlargement of the drains to twice the diameter of the current drains in order to prevent flooding of houses in the area. This would quadruple the amount of water being diverted. Following discussion, the Committee had agreed to approve the scheme in principle whilst awaiting the outcome of the public consultation.
- Broadband Provision;  
Since the meeting, the Committee had received an update on the current and future state of superfast broadband coverage. Overall, there was currently 93.5% coverage which was to be extended to 97%. The Committee requested that a letter be sent to MPs who represented poorly served areas to request that they encourage improved connectivity.
- Hotel Investment and Visitor Economy Action Plan;  
It had been noted by the Committee that there were shortages of accommodation in several areas and that investors were considering how to develop boutique type hotels. The Committee felt that District Councils needed to be more involved in identifying land for hotels. The Committee also requested further information on the commercial realities of hotel development to the promotion of the conversion or building of premises to accommodate visitors in a suitable environment by involving Team Lincolnshire to promote the County.

Councillor Dobson continued by highlighting to the Board the following items which would be considered by the Committee in the coming months:-

- Anglian Water's Resources Management Plan  
The Committee would be considering a report in the future on the possibility of creating a large reservoir to meet the future demands of the county. It was proposed that the reservoir be created in the south of the county.
- Greater Lincolnshire Industrial Strategy  
This report would allow the Committee to debate the steps which the Greater Lincolnshire LEP (GLLEP) had taken so far in production of the strategy to

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address the 'productivity gap'. The intention would be to identify and promote the Unique Selling Points of the county.

- Exporting

The Committee was to receive a report on the possibility of Government funding for hosting a Going Global event; engagement with businesses to increase international trade; furthering language training with support for early stage exporters; and access to specialist advisors in food, manufacturing and renewables.

There were no comments or questions from the Board on the work programme for the Environment and Economy Scrutiny Committee.

#### Highways and Transport Scrutiny Committee

Highways and Transport Scrutiny Committee Member, Councillor Mrs J Brockway, introduced the work programme on behalf of the Chairman of the Highways and Transport Scrutiny Committee. The following reports had been considered since the last update to the Board:-

- Effective Highways Communication;
- Major Road Network;
- Winter Maintenance; and
- Update on Local Bus Matters.

Future planned items of particular note included:-

- Drainage and resurfacing project on Bunkers Hill; and
- Grass cutting on cycle ways.

There were no comments or questions from the Board on the work programme for the Highways and Transport Scrutiny Committee.

#### Flood and Water Management Scrutiny Committee

Councillor B Adams, Chairman of the Flood and Water Management Scrutiny Committee, introduced the report and confirmed the following items had been considered since the last update to the Board:-

- Anglian Water's Consultation Draft Water Resources Management Plan;
- Review of the Lincolnshire Flood Risk and Water Management Partnership; and
- Saltfleet to Gibraltar Point Strategy Review Consultation.

It was confirmed that the next meeting of the Flood and Water Management Scrutiny Committee would be held on 17 September 2018 where the following items would be considered:-

- Environment Agency Update;
- Investigations undertaken under Section 19 of the Flood and Water Management Act 2010; and

- Humber Estuary Strategy Review Consultation.

There were no comments or questions from the Board on the work programme for the Flood and Water Management Scrutiny Committee.

General discussion resulted in a request to add the revitalisation of the High Street in Lincoln to the work programme of the Environment and Economy Scrutiny Committee.

#### RESOLVED

That the work programmes and updates in relation to the Environment and Economy Scrutiny Committee, the Highways and Transport Scrutiny Committee and the Flood and Water Management Scrutiny Committee be noted.

#### 23 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

The Board was provided with an opportunity to consider its own work programme.

The Head of Democratic Services and Statutory Scrutiny Officer confirmed that the next meeting of the Board would be on Thursday 30 August 2018 at 10.00am and that there would be no meeting in July 2018.

It was also reported that the response from Councillor B Young, Executive Councillor for Community Safety and People Management, to the Street Lighting Scrutiny Review would be added to the work programme for the meeting scheduled for September 2018.

During discussion, it was noted that an update on the Future Model for Heritage Services would be considered by the Public Protection and Communities Scrutiny Committee in September 2018 followed by the Executive in October 2018.

#### RESOLVED

That the Overview and Scrutiny Management Board Work Programme, with the addition noted above, be agreed.

Before closing the meeting, the Chairman advised that Andrea Brown, Democratic Services Officer, would be leaving Lincolnshire County Council at the end of July. He asked the Board to join him in thanking her for her support to both himself and to the Board during her time with Democratic Services.

The meeting closed at 1.50 pm.