



County Offices
Newland
Lincoln
LN1 1YL

6 September 2018

Council

A meeting of the Council will be held on **Friday, 14 September 2018 in the Council Chamber, County Offices, Newland, Lincoln LN1 1YL, commencing at 10.30 am** for the transaction of the business set out on the attached Agenda. The attendance of all Councillors is requested.

Yours sincerely

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

Keith Ireland
Chief Executive

Membership of the Council
(70 Members of the Council)

Councillors C R Oxby (Chairman), T Bridges (Vice-Chairman), B Adams, W J Aron, T R Ashton, Mrs A M Austin, M D Boles, Mrs W Bowkett, Mrs P A Bradwell OBE, D Brailsford, C J T H Brewis, Mrs J Brockway, M Brookes, R D Butroid, L A Cawrey, K J Clarke, Mrs K Cook, Mrs P Cooper, P E Coupland, G E Cullen, C J Davie, R G Davies, B M Dobson, M T Fido, I G Fleetwood, R L Foulkes, M A Griggs, R Grocock, A G Hagues, M J Hill OBE, R J Kendrick, P M Key, Mrs J E Killey, S R Kirk, Mrs C J Lawton, C S Macey, C E H Marfleet, C Matthews, A P Maughan, D McNally, Mrs A M Newton, Mrs M J Overton MBE, R B Parker, S R Parkin, N H Pepper, Clio Perraton-Williams, E J Poll, Mrs S Rawlins, C E Reid, R P H Reid, R A Renshaw, S P Roe, P A Skinner, Mrs E J Sneath, A J Spencer, H Spratt, A N Stokes, M J Storer, C L Strange, E W Strengiel, Mrs C A Talbot, Dr M E Thompson, R H Trollope-Bellew, A H Turner MBE JP, M A Whittington, Mrs S Woolley, L Wootten, R Wootten, C N Worth and B Young

**COUNCIL AGENDA
FRIDAY, 14 SEPTEMBER 2018**

Item	Title	Pages
1	Apologies for Absence	
2	Declarations of Councillors' Interests	
3	Minutes of the meeting of the Council held on 11 May 2018	5 - 12
4	Chairman's Announcements	
5	Statements/Announcements by the Leader and Members of the Executive	13 - 56
6	Questions to the Chairman, the Leader, Executive Councillors, Chairman of Committees and Sub-Committees	
7	Review of Financial Performance 2017/18	57 - 70
8	Corporate Parenting Strategy	71 - 94
9	Recruitment of additional independent member on Audit Committee	95 - 100
10	Designation of Monitoring Officer and changes to officer delegations	101 - 104
11	Changes to the Constitution	To Follow
12	Audit Committee Annual Report 2018	105 - 128
13	Motions on Notice submitted in accordance with the Council's Constitution	

Democratic Services Officer Contact Details

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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.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing <http://www.lincolnshire.gov.uk/local-democracy/council-webcasts/>

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



**COUNCIL
11 MAY 2018**

PRESENT: COUNCILLOR A G HAGUES (CHAIRMAN)

Councillors C R Oxby (Vice-Chairman), B Adams, W J Aron, T R Ashton, Mrs A M Austin, M D Boles, Mrs W Bowkett, Mrs P A Bradwell, D Brailsford, C J T H Brewis, T Bridges, Mrs J Brockway, M Brookes, R D Butroid, L A Cawrey, K J Clarke, Mrs K Cook, Mrs P Cooper, P E Coupland, G E Cullen, C J Davie, R G Davies, B M Dobson, S R Dodds, I G Fleetwood, R L Foulkes, M A Griggs, R Grocock, M J Hill OBE, R J Kendrick, P M Key, Mrs J E Killey, Mrs C J Lawton, C S Macey, C E H Marfleet, C Matthews, A P Maughan, D McNally, Mrs A M Newton, Mrs M J Overton MBE, R B Parker, N H Pepper, Clio Perraton-Williams, E J Poll, Mrs S Rawlins, C E Reid, R P H Reid, R A Renshaw, P A Skinner, Mrs E J Sneath, H Spratt, A N Stokes, M J Storer, C L Strange, E W Strengiel, Mrs C A Talbot, Dr M E Thompson, R H Trollope-Bellew, A H Turner MBE JP, M A Whittington, Mrs S Woolley, L Wootten, R Wootten, C N Worth and B Young

1 TO ELECT THE CHAIRMAN OF THE COUNTY COUNCIL FOR THE ENSUING YEAR

On the nomination of Councillor M J Hill OBE, seconded by Councillor Mrs P A Bradwell, and there being no other nominations, it was

RESOLVED

That Councillor C R Oxby be elected as Chairman of the County Council for the year 2018/19.

Councillor Oxby signed the declaration of acceptance of office, was invested with the Chain of Office by the immediate past Chairman, took the Chair and thanked the Council for electing him.

COUNCILLOR C R OXBY IN THE CHAIR

CHAIRMAN'S LADY

Mrs D Oxby was invested with the Chairman's Lady's Chain of Office.

IMMEDIATE PAST CHAIRMAN

The Chairman presented a past Chairman's Badge to Councillor A G Hagues. Members of the County Council paid tribute to Councillor Hague's service to the Council.

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2 TO ELECT THE VICE-CHAIRMAN OF THE COUNTY COUNCIL FOR THE ENSUING YEAR

On the nomination of Councillor C J Davie, seconded by Councillor M J Storer, and there being no other nominations, it was

RESOLVED

That Councillor A Bridges be elected Vice-Chairman of the County Council for the year 2018/19.

Councillor Bridges signed the declaration of acceptance of office, was invested with the Vice-Chairman's Chain of Office and thanked the Council for electing him.

3 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors M T Fido, S R Kirk, S P Roe and A J Spencer.

4 DECLARATIONS OF COUNCILLORS' INTERESTS

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

5 MINUTES OF THE MEETING OF THE COUNCIL HELD ON 23 FEBRUARY 2018

RESOLVED

That the minutes of the meeting of the County Council held on 23 February 2018 be approved as a correct record and signed by the Chairman.

6 CHAIRMAN TO SIGNIFY THE APPOINTMENT OF CHAIRMAN'S CHAPLAIN

The Chairman advised that an announcement would be made shortly in relation to the name of his Chaplain.

7 CHAIRMAN'S ANNOUNCEMENTS

134th Lincolnshire Show

Members of the Council were asked to note that this year's Lincolnshire Show would be held at the Lincolnshire Showground on Wednesday 20th and Thursday, 21st June 2018. It was hoped that as many members of the Council as possible would be able to attend what was always an enjoyable event. The Chairman advised that all members would have received an e-mail from the Civic Office inviting them to part in the 'Meet Your Councillor' sessions, which gave members of the public the opportunity to meet and talk to their local councillor. the Marquee for this would be

located at the front of the County Council stand. Members were reminded that entrance tickets to the Lincolnshire Show would only be issued to those members taking part in these sessions.

County Civic Service

The Chairman advised that the County Service of Dedication would this year be held in Lincoln cathedral, starting at 3.30pm, on Sunday 29 July 2018. Members of the Council would be invited to attend the Service along with up to four people from their local community. It was hoped that members would put this date in their diary and make every effort to attend what was always a splendid occasion.

Civic Engagements

The Chairman informed members that a list of civic engagements relating to the immediate past Chairman and Vice-Chairman were available from the Civic Officer.

8 THE LEADER TO REPORT ON EXECUTIVE PORTFOLIOS AND APPOINTMENTS TO THE EXECUTIVE AND APPOINTMENTS OF EXECUTIVE SUPPORT COUNCILLORS

In accordance with Article 5.02 the Leader notifies the Council of the appointments to the Executive and for the purposes of Part 3 (responsibilities of functions) the responsibilities of each Portfolio Holder. The Leader also notified the Council of the Executive Support Councillors he had appointed in accordance with Article 5.07.

9 STATEMENTS/ANNOUNCEMENTS BY THE LEADER AND MEMBERS OF THE EXECUTIVE

Statements by Members of the Executive had been circulated with the agenda.

A copy of the Leader's Annual Statement was circulated separately, during the meeting.

10 APPOINTMENT TO THE POST OF CHIEF EXECUTIVE

A report by the Executive Director of Children's Services with responsibility for people management had been circulated.

It was moved, seconded and

RESOLVED

That the Council, on the recommendation of the Appointments Committee:

1. Approve the appointment of Keith Ireland to the post of Chief Executive;
2. Approve the making of an offer of employment to Keith Ireland, conditional on such of the following conditions as remained unsatisfied at the date of the full Council meeting:-

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- a) Satisfactory health check;
 - b) Satisfactory completion of right to work checks;
 - c) Satisfactory completion of a basic Disclosure and Barring Service check.
3. Delegate to the Executive Director for Children's Services Responsible for People Management authority to determine whether the conditions referred in paragraph 2 above have been met;
4. Approve that from and including the date on which the new Chief Executive takes up post, that:-
- a) The Chief Executive be designated as the Head of paid service;
 - b) The Chief Executive be appointed as Returning Officer for County Council by-elections;
 - c) The Executive Director for Environment and Economy be designated as the Monitoring Officer;
 - d) The amendments to the Council's Constitution attached as Appendix B to the report take effect.

11 QUESTIONS TO THE CHAIRMAN, THE LEADER, EXECUTIVE COUNCILLORS, CHAIRMEN OF COMMITTEES AND SUB-COMMITTEES

Questions pursuant to Council Procedure Rule 10.3 were asked and answered as follows:

<u>Question by</u>	<u>Answered by</u>	<u>Subject</u>
a) A P Maughan	Mrs P A Bradwell	Findings of recent Ofsted focused inspection.
b) R B Parker	M J Hill OBE	Combined authority
c) Mrs K Cook	R G Davies	Pothole repairs
d) A N Stokes	R G Davies	Pothole repairs
e) G E Cullen	Mrs S Woolley	Temporary closure of children's ward in Boston.
f) C J T H Brewis	C J Davie	Internal Drainage Board precepts.
g) P A Skinner	Mrs S Woolley	Paediatric services in Boston
h) C J Matthews	R G Davie	Enforcement of local by-laws

i) K J Clarke	C N Worth	Update on Boultham Library
j) S R Dodds	Mrs P A Bradwell	National school grammar expansion programme
k) Mrs A M Newton	R G Davies	Consultation for Spalding Western Relief Road
l) Mrs M J Overton MBE	R G Davies	Road maintenance
m) R Wootten	M J Hill OBE	Support for a joint letter with SKDC regarding healthcare plans for Grantham
n) Mrs A M Austin	R G Davies	Investment in Boston
o) R A Renshaw	R G Davies	Issues with illegal parking
p) R H Trollope-Bellew	R G Davies	Maintenance of minor roads
q) Mrs J E Killey	C N Worth	Youth services in Birchwood

12 POLITICAL BALANCE ON COMMITTEES AND SUB-COMMITTEES AND ALLOCATION OF PLACES TO POLITICAL GROUPS

A report by the Executive Director responsible for Democratic Services had been circulated.

It was moved, seconded and

RESOLVED

1. That Council note the change in the political make-up of the Council following the request from a councillor to be treated as member of a different political group.
2. That Council adopt the political balance of committees and sub-committees as circulated with the Order of Proceedings.
3. That the Chief Executive be authorised to make appointments to committees, sub-committees and those other bodies in accordance with the wishes of Group Leaders.

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13 APPOINTMENT OF CHAIRMEN AND VICE-CHAIRMEN OF COMMITTEES AND SUB-COMMITTEES (EXCEPT THE LINCOLNSHIRE HEALTH AND WELLBEING BOARD, HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE AND BOURNE TOWN HALL TRUST MANAGEMENT COMMITTEE)

A report by the Executive Director responsible for Democratic Services had been circulated.

It was moved, seconded and

RESOLVED

That the appointment of Chairman and Vice-Chairman as circulated with the Order of Proceedings be approved.

14 CALENDAR OF MEETINGS 2018/19

A report by the Executive Director responsible for Democratic Services had been circulated.

It was moved, seconded and

RESOLVED

That the calendar of meeting dates for 2018/19, as shown in Appendix A of the report, be approved.

15 OVERVIEW AND SCRUTINY ANNUAL REPORT 2017-18

A report by the Executive Director responsible for Democratic Services had been circulated.

It was moved, seconded and

RESOLVED

That the Overview and Scrutiny Annual report for 2017/-18 be approved.

16 MONITORING OFFICER'S ANNUAL REPORT 2017-18

A report by the Monitoring Officer had been circulated.

It was moved, seconded and

RESOLVED

That Council receive the report.

17 2018 - 2023 DRAFT ENGAGEMENT STRATEGY

A report by the Executive Director for Environment and Economy had been circulated.

It was moved, seconded and

RESOLVED

That the County Council:-

1. Approves the draft Engagement Strategy attached as Appendix A to the report for adoption as part of the Council's Policy Framework.
2. Specifically support an amendment to the Community Engagement Policy to reflect the statement within the Strategy that all teams carrying out engagement activity and consultation must approach the Community Engagement Team.

18 MOTIONS ON NOTICE SUBMITTED IN ACCORDANCE WITH THE COUNCIL'S CONSTITUTION

Motion by Councillor S R Dodds

It was moved and seconded that:

This council wants to see a continued reduction in the number of children and young people permanently excluded from education.

To do that we, Lincolnshire County Council, must continue to challenge exclusion and act as a robust advocate for vulnerable children and young people by maintaining investment in the Lincolnshire Ladder of Intervention and continuing commissioning of the Alternative Pathway.

We need to push for national policy change, through the Department for Education and Ofsted, to the accountability system so exclusion practices are recognised through the inspection framework. In three green papers, it has been proposed that schools retain responsibility for the outcomes of excluded or otherwise off-rolled pupils. This would remove one of the key drivers of exclusion at a stroke.

Lincolnshire's School and Academy Trust leaders are in many ways already prepared for such a change, increasingly adept at drawing on resources associated with the Ladder to re-engage the marginalised. The Collaborative Head Teacher Panels are fully integrated in localities and schools are working collaboratively to agree on the best approaches for individual children. Schools use the Behaviour Outreach Service to effect and have established Pastoral Support Plans to provide intensive support for pupils experiencing difficulties.

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We would like to move schools away from the traditional approach to challenging behaviour - escalating sanctions that lead almost inevitably to exclusion when there is no support - and ensure that the underlying causes are mitigated, offering a blueprint for the promotion of inclusive practice within and beyond this county.

Accordingly Lincolnshire County Council agrees to continue robust advocacy for inclusion locally and increased lobbying nationally for an approach to exclusion based on schools retaining responsibility for the outcomes of excluded pupils.

Upon being put to the vote, the motion was lost.

The meeting closed at 1.15 pm

Agenda Item 5

COUNTY COUNCIL MEETING – 14 SEPTEMBER 2018

Statement from: Councillor M J Hill OBE – Leader of the Council

FINANCE

Financial Statements and Outturn 2017/18

During the spring/early summer of this year English local authorities were required to close their accounts, and have them externally audited, two months earlier than has previously been the case – by the end of July as opposed to the end of September. A considerable amount of work was undertaken to meet this tighter timetable and I can confirm that it was achieved with the financial statements being formally approved at the Audit Committee meeting on 23 July 2018. That Committee also received the report of the external auditors (KPMG) into their review of those statements. KPMG gave an unqualified opinion on the financial statements and on the Council's arrangements for ensuring it delivers value for money. Some minor issues were identified in their work, a number of which related to the consequences of this year being the first closedown under the shortened timescale. These issues will be addressed for next year when the Council's new external auditors (Mazars) will have taken over that role from KPMG.

Revenue Budget and Capital Programme for 2018/19 – Monitoring Report

The first budget monitoring report for the current financial year will be based on the position as at 31 August 2018. The report will be presented to the Overview & Scrutiny Board at its meeting on 27 September and the comments of the Board will be presented to the Executive on 2 October 2018.

Revenue Budget & Capital Programme for 2019/20 & Beyond

In February 2018 the Council approved both the budget for 2018/19 and a provisional budget for 2019/20. Work is underway to review and update the budget for next year and updated proposals will be presented to the Executive on 18 December 2018 and will then go for internal and external consultation. The Government issued a technical consultation in late July dealing with the parameters to apply to the forthcoming local government finance settlement for next year. In essence this will be in line with expectations as the final year of the four year deal on local government funding. The Government 'are minded' to allow the basic council tax to increase by a maximum of 3% next year prior to consideration of any adult care precept element which would be in addition. The adult care element is capped at 6% over a three year period of which next year is the last year. This Council has only used 4% of the maximum 6% increase over the first two years.

As far as a budget for 2020/21 and beyond is concerned, the key unknown is the amount of funding the Council will receive from central resources. The current four

year deal ends in March 2020. The Government are likely to use the Chancellor's upcoming autumn budget to announce it will undertake a full spending review in the first half of 2019 with the outcomes being announced later that year. That process will derive the central funding to be made available to this Council via the new processes driven by the combination of the Fair Funding Review and the move to 75% business rate localisation. This Council is about to commence work at looking at how it will deliver balanced budgets from 2020/21 onwards. All members will be involved, as appropriate, as that process moves forward.

Potential Business Rate Pilot Bid

As members will be aware the Council, along with the Lincolnshire Districts and North Lincs Council, were successful in a bid to become a business rate pilot in 2018/19 under the 100% localisation regime. That pilot is for one year only. Government are now inviting new bids for pilots for the 2019/20 financial year. The County Council is working with the aforementioned partners in compiling a submission in advance of the 25 September deadline. There are some important differences for the 2019/20 pilots when compared to the current pilots – for example:

- New pilots will be based on 75% business rates localisation as opposed to 100% for current pilots. The former percentage accords with that to be applied when the new regime goes live in April 2020. The potential financial gain will accordingly be lower for successful bids.
- There will no longer be a 'no detriment' clause in pilot agreements which mean pilots will not receive Government protection should business rate income fall over the pilot year. Such protection is in place for current pilots.
- The cost to Government of operating pilots means that there will be fewer successful bids next year than the ten approved this year.

The outcome of the bidding process will not be known until the provisional local authority grant settlement is announced in December 2018. Given the successful bid for the current year, it is perhaps less, rather than more, likely a new bid for next year will be successful as the Government is likely to want to review the impact of this initiative on other groups of councils.

PROPERTY

The Council continues to be an integral part of the Blue Light Programme where Fire & Rescue, Lincolnshire Police and East Midlands Ambulance Service are working together to exploit the opportunities of co-locating services across the County. The construction of the flagship project at South Park in Lincoln is progressing well. This will bring together all three services in a new operational hub; the site will become operational in the summer of 2019. Sleaford Ambulance and Fire Station opened in May 2018, with occupation of the first and second floor offices by Council staff later in the summer.

The Council is leading the One Public Estate programme on behalf of Greater Lincolnshire. Recent activity has included completion of phase 2 of Asset Challenge in each District and has identified further collaborative opportunities across the County. The Cabinet Office recently held the North East regional OPE seminar at the new Sleaford Fire & Ambulance station, sharing best practice with other regions from the Lincolnshire programme. Significant operational benefits have been achieved by co-locating, including shared training and also enhanced collaborative working.

The Council is developing partnerships with District Councils and Housing Associations to provide Extra Care Housing. The first scheme, which will be in Lincoln, is scheduled to be completed in 2020. The projects will be supported with funding from Homes England.

The County Council has established a wholly owned Holding company following Executive approval in March. The name of the company is Lincolnshire Future Ltd, and business cases will now be developed for subsidiary companies including a property company.

We are very proud to have built our first 2 form of entry primary school in Grantham. The school, called Poplar Farm, represents a £8.5m investment into the local area by providing 420 school places for a rapidly expanding urban environment. The design of the school builds upon best practise and has been recognised by the Education and Skills Funding Agency and the Academy Trust as an exemplar project. Building upon the successes of this project helps to position us for the future challenges of continued urban development.

COMMERCIAL TEAM

Homecare Zone Re-Procurement

Each of the twelve homecare zones went through a thorough performance review before their renewal dates in September 2018. As a result, two of the twelve contracts were re-procured with a new provider coming into the County. We are now moving into the transition and mobilisation period for the services to transfer in September and any disruption will be kept to a minimum.

Shared Lives

A review of our existing Shared Lives services contract has taken place so that the new service is effective in meeting service user need and is also able to grow. A new contract will be in place from January 2019.

NHS Health Checks

Lincolnshire County Council's NHS Health Check programme offers 42,000 people each year aged between 40 and 74 a preventative vascular disease check so that high risk individuals are referred for follow-up treatment. The programme is working well in Lincolnshire as recognised by Public Health England, and has recently been re-procured.

Commercialisation Strategy

The Council's Commercialisation Strategy was approved by the Executive in July 2018. The Commercial Team is now working with colleagues across the Council to develop an annual work plan which will focus on five objectives:

- Objective 1: Culture – create a commercial culture across the Council
- Objective 2: People – establish a commercial network to draw in and develop new ideas internally
- Objective 3: Process Framework – establish a framework for analysing and developing commercial ideas
- Objective 4: Project implementation – establish a framework for implementing, managing and monitoring commercial projects
- Objective 5: Research – create an awareness of commercial innovation, best practice and potential opportunities, capturing and disseminating lessons learnt

Serco Contract Management

The team has continued to monitor improved performance by Serco against the Key Performance Indicators (KPIs). Governance of the Contract has been simplified with the introduction of a monthly Partnership Board meeting consolidating the former Service Operations Board and Commercial meetings. The contract team has been turning its attention to future provision and how the Council and Serco might work together to provide better services at reduced cost. At the same time we have supported re-provision activities to better understand the current support services market.

Highways Alliance

The team is currently working in collaboration with Highways colleagues, providing substantial support to review and replace the existing high value Highways Alliance Contract, which is due to expire 31 March 2020.

Draft procurement documents have now been produced with an intention to commence the procurement on 21 September 2018. The team will contribute to the negotiation around key commercial factors as well as ensuring compliance with the regulations. A full year has been set aside to conclude the process allowing a six-month minimum implementation period for the successful tenderers.

Food Waste Trial

The Commercial Team has supported colleagues in Lincolnshire County Council's Environmental Service Team and South Kesteven District Council on a trial to collect food waste from over 4,700 households across South Kesteven District. The collected food waste will be processed via Anaerobic Digestion to generate electricity. The trial will run until the end of May 2019 with the results of the trial informing future collection and disposal strategies.

Fire Engine Replacement Programme

The Team supported Lincolnshire Fire & Rescue in their successful re-procurement of the fire engine programme (£7.8million) through to 2020/21. The phased replacement programme will commence in January 2019 with the first eleven engines arriving by April 2019 and the final engines being received in the first quarter of 2020/21. This will help the service area to manage its internal processes and training requirements.

Project Management

The team continues to support high priority projects within the Council:

- Blue Light will provide a modern, purpose-built blue light campus housing Fire and Rescue, Lincolnshire Police and the Ambulance Service. Construction at the South Park site moves on at pace with steel frame work being erected;
- Integration of Locality Working Programme within Children Services. This is managing and delivering the vision of an integrated workforce within the service removing unnecessary duplication of contacts with families;
- Corporate Support Services. Work is progressing on the future provision of support services with options and recommendations to be submitted for consideration by the Executive in October;
- Integrated Apprenticeship Reforms. An apprenticeship strategy, policy and process for using apprenticeships to develop the workforce are in place. Significant progress has been made both in recruiting apprentices and encouraging suppliers to provide apprenticeship training. We are "trail blazing" by creating apprenticeships in key priority areas such as Occupational Therapy, whilst promoting the opportunity to improve skills for current and future needs across all ages and levels in the organisation.

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COUNTY COUNCIL MEETING – 14 SEPTEMBER 2018

**Statement from: Councillor Mrs P A Bradwell OBE, Deputy Leader and Executive
Councillor for Adult Care, Health and Children's Services**

CHILDREN'S SERVICES

A-level and GCSE results

A-level results have once again been strong this year with the provisional Lincolnshire pass rate above the national average at 97.8%. Three quarters of our students achieved three or more A-levels, with one quarter of all entries successful at the highest A* to A grades and half of all grades at A* to B grades.

Provisional results for GCSEs show and improvement in the proportion of students achieving the key measure of a good GCSE pass in English and maths, with a 2.1% rise on last year. Overall our students have bucked the national trend by improving attainment. Average attainment across eight subjects, including the new GCSEs in a range of subjects, has risen by 1.3%.

These are excellent achievements and clearly highlight the strong commitment and dedication of students this year, especially with the sweeping changes to the grading system for GCSEs.

Partners in Practice Programme

In previous reports, I have updated you on the Partners in Practice programme, which is a four year programme that brings together the country's leading authorities, Lincolnshire being one. The Partners in Practice (PIP) programme aims to improve practice in Lincolnshire and other Children's Services, transforming the quality of children's social care services and early help arrangements, and support the reform of the wider system; putting practice excellence and achieving more for the children we serve at its heart.

Under the Lincolnshire PIP Programme sit six individual projects, testing out new and creative ideas to improve outcomes for children and families in Lincolnshire and in other local authorities. We are pleased to report some early improvements as a result of these work streams, including significant reductions in agency staffing and improved quality of practice in relation to signs of safety as well as plans to establish a dedicated adolescent team.

Education Support

Lincolnshire County Council continues to successfully deliver new school places across the county. In May 2018 we secured a £12m Basic Need capital allocation for 2020/21 towards providing additional school places across the county and we are

in the process of planning for 2021/22 and beyond as well as reviewing Special School places. From 2011 through to 2021 over £100m will have been invested into Lincolnshire schools to ensure that there are sufficient school places to meet the needs of local communities. This will include our most recent new school, Grantham Poplar Farm, a 420-place primary school opening in September 2018, along with other successful collaborative projects with schools and academies across the county to create additional school places.

Creating enough school places ensures that parents and carers can secure a local school place for their children. Almost all parents now apply online for their child's school place when starting primary or secondary school for the first time. For these admissions, despite rising pupil numbers, more than 9 out of 10 parents still get their first choice school. This is in line with regional figures and better than the national average. Despite an increase in the Reception intake for September 2018 compared to 2017, the first preferences being met have increased from 94% in 2017 to 95% in 2018.

School Standards and School Improvement

In partnership with Lincolnshire Teaching Schools Together, LCC has supported and co-ordinated a series of bids for national funding to support school improvement within the county.

Over the course of the academic year 2017/2018, we have secured £1.25 million to drive school improvement around attainment and progress in English and Mathematics, and very recently a strategy to improve SEND Support pupils outcomes over the course of 2018/19. The quality of relationships between key partners is strengthening and benefitting Lincolnshire Children and Young People. The Strategic School Improvement Fund has had three rounds of funding and there was a planned fourth round. Unfortunately, this has been abandoned and the process for funding future school improvement activity at scale is unclear at this time.

The Local Authority Maintained Schools still benefit from being able to access the Intervention Funding delegated by Schools Forum which is supporting a number of lower scale, but equally valuable, projects and school improvement activity, such as the small schools project, developing leadership and other areas of professional development through a strong partnership with our Teaching Schools. The provision of professional development is growing and strengthening due to the partnership between the Lincolnshire Learning Partnership and the Council to enable an infrastructure of accessible, affordable and appropriate quality training is available across the county.

Inclusive Lincolnshire

The Inclusive Lincolnshire Strategy was introduced in September 2016 as the Council's strategic response to the very high rate of permanent exclusion of pupils from Lincolnshire schools. Operationally, the strategy is delivered through a 'Ladder of Intervention' which schools are encouraged to follow when a pupil's behaviour is of significant concern. The Ladder promotes early intervention through Pastoral

Support Planning, specialist input from the Behaviour Outreach Support Service and, when necessary, time-limited intervention placements within Springwell Lincoln Alternative Academy. Whilst this strategy cannot be imposed upon academies, the buy-in from the sector has been remarkable with the vast majority of head teachers using the Ladder to reduce exclusions. For the first time in recent years, the annual statistical release on exclusions from the DfE indicates that Lincolnshire is doing well compared with its statistical neighbours. Formerly second highest within this group, Lincolnshire is now the second lowest excluder with a 2016-17 exclusion rate of 0.11% - down from 0.31% two years previously. 2017-18 data will not be released by the DfE until July next year, but we know that exclusions fell again. With the numbers skyrocketing nationally, this reflects very positively upon our schools.

ADULT CARE

Safeguarding Ambassadors

In 2017 Lincolnshire CCGs secured funding for the 'Safeguarding Ambassadors' role, a joint initiative with LinCA, the Safeguarding Adults Board and the Council. The role of the Safeguarding Ambassador is to further enhance quality improvement and safeguarding practice and to ensure that consistent, current and competent advice and support on safeguarding is locally available. This is currently being rolled out across the independent care sector on a phased basis.

Lincolnshire appears to be the only authority nationally who has such an initiative and, since its launch in November 2017, attendance at events has been strong with broad representation and good engagement from delegates. The first cohort of 80 Ambassadors have completed their training and received awards at an event in May. A second cohort of 80 has been confirmed for July. To build on this success in its second year, consideration has been given to service user and carer involvement and expanding the scope of the initiative.

Review of Mental Health Crisis Support Services

A review of mental health crisis services began last year due to an increase in the number of patients being transferred to hospitals outside Lincolnshire, revised legislation around section 136 detentions in a health based place of safety, and excessive use of police resources in dealing with mental health crises. Intelligence suggested that mental health crisis services were not configured to meet the needs of local people experiencing a crisis, and senior representatives from key stakeholder organisations came together with the shared aim of improving the experience of service users, making best use of the existing funding and resources available, and ensuring sufficient capacity of mental health crisis services across Lincolnshire.

The review covered the whole population of Lincolnshire, including all ages and geographical locations, and therefore looked at provision of services for children and young people, working age adults and older adults across the county. These services included Crisis Resolution and Home Treatment Teams (CRHTTs),

Approved Mental Health Professionals (AMHPs), mental health liaison service, triage care, crisis housing, section 136 suite and other health-base places of safety. Child and Adolescent Mental Health Services (CAMHS) and the Single Point of Access (SPA), and acute inpatient services were also included for the purposes of mapping the crisis pathway following assessment and identifying the impact of current crisis services on acute bed usage, both within Lincolnshire and in out-of-area placements. Additional focus was also placed on those services not commissioned for mental health crisis response but who play an important part in the pathway, specifically Lincolnshire Police, Accident and Emergency departments at ULHT, and GPs.

The review has now concluded with a number of recommendations being made which are currently being considered by all the key stakeholders.

A copy of the review report is available on the County Council website.

Autism Network for Lincolnshire

Lincolnshire County Council has commissioned Lincolnshire Partnership Foundation NHS Trust to provide an Autism Network in Lincolnshire, similar to the Managed Care Network for Mental Health. Voluntary sector and charitable organisations will be invited to bid for funding for specific projects to support individuals with Autism and their carers.

Working with Health in and out of hospital

Adult Care continues to work closely with partners across the health and care system to roll out Integrated Neighbourhood Working – with Gainsborough, Stamford, Grantham, Lincoln North, Spalding and Boston leading the way. Neighbourhood Leads are now in post across the county and this is facilitating further local and countywide developments. Adult Care staff co-locate with primary health, where possible, using the opportunities of the 'One Public Estate' programme.

Following the Secretary of State's announcement that Lincolnshire would be one of three systems in England identified as a pilot site for Integrated Health and Care assessments, work has begun with partners across the Health and Care sector to ensure services are more co-ordinated for residents.

Since July 2017, the hospital teams have commenced seven-day working with support from Care Home Trusted Assessors and Brokerage on Saturdays. This has resulted in additional discharges this year at a weekend or on a Monday morning. Daily meetings are held on each site to ensure good communication, partnership working and flow in the hospitals.

Adult Care staff based in acute hospitals along with providers and health colleagues have achieved over 10,634 discharges in 2017/18. Adult Social Care delays remain low in Lincolnshire, at 11.7% in May 2018 compared to nationally 29.7%. In 2017/18 3375 new service users received the County Council's commissioned reablement service, which was a 28% increase on the previous year. Over 61% of people who

received reablement did not need ongoing support and over 95% of people are very satisfied with their reablement support. Despite ongoing higher than usual activity levels within our acute hospitals, staff continue to do an incredible job.

The Enhanced Care Home Project continues with representatives across health and social care exploring opportunities to use technological innovations, telephone and skype support and face-to-face assistance to ensure people avoid unnecessary admissions to hospital and receive better primary health care support in residential settings.

Additionally, work has been ongoing to update Lincolnshire's Dementia Strategy, a joint document produced by health and social care detailing the focus of future support and service provision for people with Dementia and their carers. This strategy will be going to Scrutiny Committee in the autumn and a launch will follow.

Telecare

Work has been ongoing to ensure that all 7,000 service users which were in the telecare service prior to handing over to NRS Healthcare were moved across as easily as possible. As part of the transfer, NRS Healthcare have developed a local retail offer which allows service users greater choice and easy access to a wide range of assistive technology, which enhances the Council's preventative offer and supports us to manage demand for more costly care services.

PUBLIC HEALTH

Health Messages during the Hot Summer Months

We are approaching the end of summer and starting to think about the risks and pressures for local people and services that winter often brings. The unprecedented period of hot dry weather experienced across the UK has been keeping our range of prevention and communication services very busy. Most people understand the risks to their health and wellbeing presented by winter, including coughs and colds and other bugs, and the dangers of hypothermia and falls on slippery surfaces, especially if they or a family member are frail or has a long term illness. We have been making efforts to reach vulnerable local people with a range of wellbeing messages about the risks associated with excess heat and sun exposure to ensure that their awareness is as high about these as they are about the perils of winter. We also worked with the Children's Safeguarding Board and its partners during the hot spell to raise awareness of water danger to children and young people, especially those under five and in their teenage years.

Influenza Immunisation

September sees the beginning of the national immunisation campaign against influenza, which we participate in every year to help protect people at particular risk from this very difficult and dangerous infection. I am pleased to announce some new approaches to immunisation for flu developed by the Council this year to make sure

that as much of the vulnerable population, and the staff who support them, are protected. We have developed new schemes to encourage uptake of immunisation of all Council staff, and the staff of front line providers of Adult Care & Community Wellbeing and Children's Services. The programme includes, as a new addition, immunisation by nasal spray vaccine for all year 5 students in schools. Our objectives are to support the NHS to get coverage for vulnerable members of the public up to the national target range of 75% and start providing our staff with the chance to manage the level of protection NHS staff are achieving locally.

Wellbeing Service

I was delighted to formally launch Lincolnshire's new Wellbeing Service at the Lincolnshire Show on 21 June. The Wellbeing Service enables people to live as independently as possible for as long as possible, preventing or delaying entry to health and care services. The new provider, Wellbeing Lincs, is a consortium of Lincolnshire's seven District Councils, led by East Lindsey District Council.

After a transition over the Easter bank holiday, during the first quarter from 1 April to the end of June, the new service had taken over 1,400 referrals, i.e. around 23 people per day. Wellbeing Lincs employs two hospital in-reach officers and four partnerships and networks officers to promote the service and develop local networks to support those most likely to benefit from its support. A Facebook page and a website <https://www.wellbeinglincs.org/> are now live. The service is on track to support more than 6,000 people this year.

Since April, customers have been supported, amongst other things, to apply for bus passes, secure additional benefit entitlements, apply for assisted bin collections, have fire risk assessments and new smoke detectors fitted, have carer's assessments, apply for a telecare lifeline and connect with a befriender to help them socialise more.

Falls Pilot

I am pleased to report that we will be piloting a programme in a number of care homes and other settings in the autumn that will target people who are likely to fall (or fall again).

One in three people over 65 years fall each year, and one out of every two people over 80 years will experience a fall. A fall (whether it injures the person or not) makes the individual lose confidence in their bodies and can lead to social isolation and loneliness. Falls are also a significant factor in serious injuries and can result in people needing to move from their own homes into high cost long term residential care.

We know that loss of balance and weakness of muscles as people age are major contributory factors. "Postural stability instruction", or more commonly referred to as "strength and balance training" in care homes has been shown to work in reducing the likelihood and severity of falls. Anywhere between 20-40% of all falls in the 65+ age group can be avoided if strength and balance training is completed. This is

partly due to improvements in walking and balance skills, and partly down to improvements in confidence.

The model we are piloting in Lincolnshire is a group exercise programme that also helps to reduce feelings of loneliness and isolation.

We will be evaluating the pilot to understand where it works best and to understand the likely reduction in falls we should be able to achieve.

Third Sector Awards 'Charity Partnership of the Year'

I would like to congratulate P3 and Addaction who have been shortlisted for the Third Sector Awards 'Charity Partnership of the Year' as a result of the work that they have been doing together in Lincolnshire. Working with a range of agencies including the seven District Councils and ourselves, they are delivering key elements of the ACTion Lincs Programme to support 120 entrenched rough sleepers. ACTion Lincs is Lincolnshire's first social impact bond funded programme, and one of only seven nationally tackling this issue through this programme. I am delighted that Lincolnshire's proactive approach to preventing and reducing homelessness, and their work in particular, is being recognised and I wish them well in the next stage of the awards process. <http://www.thirdsectorexcellenceawards.com/shortlist/>

ADULT AND COMMUNITY LEARNING

There continues to be high demand for Adult Learning provision increasing the skills of people in our communities, giving them new career opportunities and allowing local businesses to recruit the talented employees they need to develop. In the 2017/18 academic year we have worked with over 6,500 learners, delivering 807 qualifications ranging from GCSE English and maths to Food Safety, helping learners to progress into work. The GCSE results, published on 23 August, reflect the hard work carried out by learners and tutors alike, supporting our learners into the next stage of their learning journey. Focusing on achievements at level 4 and above, which is classified as a standard pass, the service achieved an 83% pass rate in English, and 71% in maths. A great set of results, particularly considering these GCSE courses, usually studied by secondary students several times a week over two years, are squeezed into one or two three-hour sessions from the end of October until the following June.

Planning is well underway for the 2018/19 academic year. The service has a varied programme of courses in place promoted on the 2Aspire website (www.2aspire.org.uk). We are very excited to launch a pilot work experience programme in the south of the county, offering Adults work experience in book keeping and payroll in small companies in the Grantham area.

The Family Learning programme goes from strength to strength through strong partnership working maximising opportunities for our learners. Working in partnership with Boston College, their Early Years Team will become a strong element in Family Learning courses at Tower Road Academy encouraging seamless

progression to Boston College courses. Family Learning in Bourne has creatively included partnership working with The Cedars, a local care home, in their programme. Residents from The Cedars joined in the sewing skills and planting session, passing on their skills and knowledge to the learners and their children – truly inter-generational learning! Supporting Macmillan Cancer research, Family Learning will be delivering workshops as part of Boston St. Mary's School and Pioneers' School Macmillan coffee mornings, raising awareness of both Family Learning and the work of Macmillan Cancer support.

Building on past experience, the Family Learning programme will continue to deliver GCSEs in its 2018/19 programme. The Family Learning Service started delivering GCSE maths and English courses in Bourne in 2015 in response to learner demand. The learners were a group of mothers of young children who, for various reasons, had not achieved the all-important grade C in English and/or maths (now replaced by level 4) while at school. All wanted to be able to access further education in order to progress in a career as their children grew older. The challenge to keep up with the course requirements was significant. The course, usually studied by secondary students several times a week over two years, was squeezed into a weekly three-hour session from the end of October until the following June.

COUNTY COUNCIL MEETING – 14 SEPTEMBER 2018

**Statement from: Councillor C J Davie, Executive Councillor for
Economy and Place**

ENVIRONMENT AND ECONOMY

Skills and Employment

Helping people to gain employment and acquire the skills that employers need continues to be a significant priority to us. The issue is important both to my portfolio and to that of my colleague, Cllr Patricia Bradwell OBE. Working with our partners in the Greater Lincolnshire Local Enterprise Partnership (GLLEP) we are responsible for designing how £13m of Government funding for skills is spent. We have commissioned major schemes to provide careers information through the www.theworldofwork.co.uk website; we help unemployed people to gain the skills that they need in employment; and we help employers to train their staff in the direct skills that they need. I recently arranged for the colleges, training providers, and voluntary groups who deliver this work for us to meet lead economic development councillors from each of the District councils so that links can be strengthened with them.

We are also one of just four areas in the country who are running a pilot, funded by the Department for Employment, which is concerned with helping operational staff within sectors like tourism and food production to receive training to become supervisors and technical staff. Across all sectors, jobs are changing and more people will take on supervisory or technical roles therefore this pilot is particularly useful. It is also good that the Department for Education recognises Lincolnshire as a place to test out new initiatives.

Attracting Investment

On 24 July 2018 the Ministry of Defence announced its intention to close RAF Scampton. There is a risk that the closure of this base will have a negative impact on the local area and its economy; this is something that we will press the MoD to avoid at all costs. I will personally be very disappointed if the Red Arrows, such excellent ambassadors of our county and nation, leave Lincolnshire. Officers are in contact with the MoD and the Defence Infrastructure Organisation to understand what their more detailed intentions are.

Team Lincolnshire is a group of private sector intermediaries whose work is facilitated by LCC, championing the whole of Lincolnshire as a place to invest. In early July we held an informal Team Lincolnshire event, which gave businesses the opportunity to meet the key council officials that they need to know in order to make projects happen. Around 50 of our Team Lincolnshire partners attended.

We have also published a calendar of Team Lincolnshire events for the next two years. We will continue to fly the flag for Lincolnshire at the international and national MIPIM property events; and with a business lunch at the Belton Horse Trials. In addition, we will be holding 'Lincolnshire in Leeds' and 'Lincolnshire in Birmingham' events because these are cities where the next wave of potential investors in Lincolnshire are based. As well as these major events, we will also be

holding 'pop up' meetings in every district in the county. The 'pop up' meetings, which are partnerships between Team Lincolnshire and District councils, will be informal sessions where the various investment opportunities in each district are showcased to developers.

I celebrated the construction of the North Sea Observatory at Chapel St Leonards on 18 June with 70 invited guests and stakeholders. The feedback was overwhelmingly positive, both in terms of the quality of the building and the range of facilities. It is a fabulous addition to our coast. High quality design and materials have been used and they show our ambition to extend the tourism season to full effect. The centre opened on 30 July 2018.

The Seascape Café at this location has had an incredibly strong start and is already building a repeat customer base. Over 5,000 visitors came through the doors in the first two weeks after it opened. In addition to the daytime offer, the café is organising a regular programme of themed 'pop up' events – the first (a tapas event) sold out almost immediately and proved to be a roaring success. The second, a Jamaican food night, is planned for mid-September. The art space in the building is also hosting its first exhibition, entitled '200Fish'. There are about 200 native species of fish in the North Sea and this exhibition records their existence through works of art. A large number of artists have been invited to pick a fish species and produce a painting, sculpture or other art form, and these have been displayed in the gallery. This will run for two weeks followed by a second exhibition as part of the Heritage Open Days project. There have been numerous enquiries for future exhibitions.

We took a conscious decision to focus our own tourism promotional work on PR – i.e. working with journalists to put stories and information about Lincolnshire in the travel press. The PR work continues to be successful, and we have had notable coverage of Lincolnshire's Mayflower heritage in the American travel media. The coverage is particularly welcome because it tells potential visitors about all of Lincolnshire and it encourages them to visit many of our county's excellent attractions. An American coach tour operator has started to make block bookings in one of our hotels for its UK Mayflower Tour.

Members will be aware that I have been leading an initiative to agree an economic partnership with Hunan province in China. This is an important stepping stone in giving Lincolnshire businesses access to a huge new trading market following Brexit. I am delighted to announce that senior Hunan officials are travelling to Lincolnshire in October 2018 to sign a formal economic twinning agreement. This will open up many opportunities for Lincolnshire businesses to export to China.

Growing Businesses

The Lincolnshire Growth Hub continues to provide advice and support to businesses of all sizes in the county. It will have supported 650 businesses over the past 12 months. The Growth Hub arranges conferences and training events on subjects that are particularly important to business. For example, many businesses have told us that they need assistance in combatting the risk of cyber-crime. Therefore, on 15 June we held an event organised in partnership with the Police and Crime Commissioner, Marc Jones, and attended by 80 businesses. We have recently submitted a funding bid to extend the Growth Hub's work for another two years, assisting a further 1000+ businesses.

We have been contacted by several businesses – spanning manufacturing, food production, and technology – that are looking for high quality employment sites in the county. Each of these potential investments is worth in the region of £15m and we are working closely with those businesses to identify the right site and to tell them why it is right for them to invest in Lincolnshire. Ultimately, each investment will be a business decision for that company, but we will be making sure that the Lincolnshire proposition is as strong as possible.

The Environment and Economy Scrutiny Committee recently visited the Technology Hub at Mortons of Horncastle. The committee saw 3D printers and motion capture videos in action. The hubs (there is also one in Lincoln and one in Boston) provide small businesses with the opportunity to test new products and processes on a small scale, essentially de-risking the prototyping. The technology hubs, which were created as a result of our investment, have been very useful in growing a number of businesses from across the county. For example, a medium sized Lincolnshire trampoline manufacturer is using the slow-motion camera to test the elasticity of different materials in order for it to create a competitively priced product.

LEP/Funding

Our relationship with Greater Lincolnshire Local Enterprise Partnership remains strong. The Government has rated all of the LEPs in the country, and Greater Lincolnshire LEP was highly rated. On 24 July 2018 the Government issued its 'Strengthened Local Enterprise Partnerships' paper which followed the review of LEPs. Greater Lincolnshire LEP will now be responding to their recommendations, one of which addresses the relationship that LEPs have with their accountable bodies. In the case of Greater Lincolnshire LEP, this is LCC. We will be working hard to ensure that any change that arises from the Government's recommendations is efficient and continues to support local economic growth, i.e. it is not bureaucratic and a disincentive to the excellent private sector involvement that there is in the LEP.

The Government is currently designing a new funding pot to replace EU funding. It will be called the UK Shared Prosperity Fund, and I was very pleased to co-sign a letter which set out what we in Lincolnshire would like to see from the Shared Prosperity Fund. My co-signatory, Cllr Tony Bridges, who as well as being Vice Chairman of the Council is also Chairman of the Brexit Working Group, ensured that both the Environment and Economy Scrutiny Committee and the Brexit Working Group have had the chance to shape our intended outcomes. LCC officers led a workshop on the fund on 11 July 2018, and as a result of that workshop we will be inviting the senior civil servants whose role is to design the new fund to meet us here in Lincolnshire.

Finally, those of us who represent coastal areas will be aware of the benefit of the Coastal Communities Fund. The fund has enabled us to invest in Gibraltar Point Visitor Centre and in a programme for retailers and restaurants along the coast. The Coastal Communities Fund comes to an end shortly, and I will be adding my voice to that of other coastal politicians in calling for the fund to be extended permanently.

Triton Knoll

On 5 September 2016, development consent was granted by the Secretary of State for the construction and operation of the cabling and substation infrastructure which will support the still-to-be-constructed Triton Knoll Offshore Wind Farm.

The Council continues to be involved in this project, working with local groups and landowners to protect the coastal environment. Progress is slow, but recent meetings have focused on archaeology, ecology, site investigation and the Community Investment Fund. Project communications are also being discussed, covering the various site investigations, sequencing plan and public exhibitions.

Public Information Days which focused on the onshore substation works took place as follows:

- **26 June 2018 14:30 – 19:00** – Irby & Bratoft Village Hall, Bramleberry Lane, Irby in the Marsh, Lincolnshire, PE24 5DQ
- **27 June 2018 14:30 – 19:00** – Anderby Village Hall, Sea Road, Anderby, Skegness, Lincolnshire, PE24 5YB
- **28 June 2018 14:30 – 19:00** – Frithville Village Hall, Church Corner, Frithville, Boston, Lincolnshire, PE22 7EX
- **29 June 2018 14:30 – 19:00** – Hogsthorpe Village Hall, Thames Street, Hogsthorpe, Skegness, Lincolnshire, PE24 5PT

Two separate Councillor Presentations open to all Parish and Borough councillors to attend were also arranged. At the Councillor Presentations, Innogy ran through the material being presented at the Information Days in more detail. Information included construction timescales, the works involved, how people can keep informed and also details on the Community Fund. The presentation also included some time for a Q&A session. The sessions were held on:

- **27 June 2018 11:30 – 12:30** – Anderby Village Hall, Sea Road, Anderby, Skegness, Lincolnshire, PE24 5YB
- **28 June 2018 11:30 – 12:30** – Frithville Village Hall, Church Corner, Frithville, Boston, Lincolnshire, PE22 7EX

Archaeological work has now started on site. It is being carried out by Headland Archaeology and Allen Archaeology Limited. LCC is monitoring works over the coming months to ensure the best possible record of the remains identified is made proportionate to the development.

ENVIRONMENT

Cllr Richard Davies and Cllr Perraton-Williams welcomed 70 stakeholders from across the UK to Riseholme College in June to a demonstration event showcasing the new Verge Harvesting machine which has been designed and built in partnership with the GLLEP and the private sector. The machine has been built by Lincolnshire Agricultural Engineers, Scotts Precision Manufacturing. The demonstration was also attended by members of the Environment and Economy Scrutiny Committee. The verge cuttings are being used as a feedstock in three Lincolnshire Anaerobic Digesters, which then produce energy.

In addition, the current exhibition in the gallery space at the North Sea Observatory entitled '200Fish' is an art project whose objective is to raise awareness of the biodiversity of the North Sea. We will continue to support the tenants and partners to ensure this momentum of activity is sustained, in order to bring maximum benefits to the Lincolnshire Coast.

Flood Risk

Officers have begun work to revise our Joint Lincolnshire Flood Risk and Water Management Strategy. When first approved at the end of 2012, this was one of the first in the country, and was unique in being designed to cover all sources of flood risk and to align the work programmes of all relevant partner authorities operating within Lincolnshire. The new strategy will retain this inclusive and co-ordinated approach, but will be able to take into account major developments since its predecessor was published. It will seek to harness the capacity of effective water management to support growth and environmental enhancements, while joining up with the wider strategic issues of long term water availability and storage. We anticipate completion of the new strategy by Spring 2019, and look forward to working across LCC and with all our partners to continue developing the successful approach to flood risk and water for which we are known nationally.

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COUNTY COUNCIL MEETING – 14 SEPTEMBER 2018

Statement from: Councillor R G Davies, Executive Councillor for Highways, Transport and IT

HIGHWAYS AND TRANSPORT

Highways 2020

This project is replacing the existing Highways Alliance contracts which end on 31 March 2020. The current phase of work is centred around the preparation of contract documents, to deliver the improvements identified in the selected option, involving staff from across the Highways service together with colleagues from Procurement and Legal Services. A very well received industry day has taken place with attendees from over 30 providers setting out what LCC is looking for from its partners, and giving providers an opportunity to ask detailed individual questions. The procurement process will commence this month to allow increased time for review and consideration of the documents whilst retaining a six month mobilisation period ahead of the contract start on 1 April 2020.

Lincolnshire Road Safety Partnership (LRSP)

There have been 22 fatal injuries on Lincolnshire's roads so far in 2018 compared with 23 this time last year. The following table displays courses completed as of the end of June, compared with 2017.

To end June	2018	2017	Difference
Speed Awareness	7,364	7,101	+ 263
Driver Alertness	122	172	- 50
Motorway	201	0	+201
What's Driving Us	172	198	-26
Driving 4 Change	4	1	+3
Ride	3	2	+1
Taxi Driver	56	41	+15
Pass Plus	22	20	+2
Mileage for Life	39	83	-44

LCC have been successful in all three of its Department for Transport (DfT) Safer Roads Fund bids. (A1084 Brigg – Caistor £1,245,000, A631 Bishop Ridge – Market Rasen £645,000, A631 Market Rasen – Louth £2,725,000 and a joint bid led by NE Lincs on the A18).

30 Parishes have expressed an interest in undertaking the new phase of Community Speed Watch which enables volunteers to monitor vehicle speeds. An additional 24 requests have been received to join the scheme in general, since last November. All

equipment has now been sourced and the risk assessment is awaiting approval. It is anticipated that the first parishes will start operating within the next two months. Signs for the Shiny Side Up and Stealth motorcycle campaigns have been erected around the county at strategic locations identified by collision and offence data.

- LRSP directly engaged with approximately 12,700 pupils across Lincolnshire via education delivered at primary, secondary and sixth form during academic year 2017/18.
- LRSP has launched a new Police Rider Days initiative for 2018.
- LRSP and Lincolnshire Police conducted a drink and drug driving campaign in July. Anyone that knew a drink or drug driver were able to text 80800, anonymously and free.

The digital safety camera upgrade is still ongoing.

Rail Issues

Further Northern Railways service improvements were delayed due to the overrunning of Network Rail's electrification project between Manchester and Preston, which in turn has delayed the cascade down of the diesel trains needed to deliver additional services across the Northern franchise. The affected improvements in Lincolnshire are the hourly weekday services proposed to run into Gainsborough Central station from Sheffield/Retford and the journey time improvements on the Lincoln-Sheffield services. However, Northern has been able to introduce direct Lincoln-Leeds trains from May with improved rolling stock. It is hoped that the other improvements will be introduced in December, but this is dependent upon completion of the electrification scheme in time to allow the required training of drivers on the new route and rolling stock.

Meetings continue with the three shortlisted bidders for the new DfT East Midlands rail franchise. DfT published the formal Invitation to Tender in early June. There are several proposed service improvements for Lincolnshire including hourly services along the whole of the GNGE (Great Northern, Great Eastern) Joint Line linking Gainsborough, Lincoln, Sleaford and Spalding with Doncaster in the north and Peterborough in the south, together with hourly services between Lincoln, Market Rasen and Grimsby. These also include earlier morning and later evening services.

Following the recent Secretary of State for Transport announcement, the East Coast Main Line franchise previously operated by Virgin Trains East Coast (partnered with Stagecoach) has now been taken over by the new publically-owned operating company, LNER Ltd. DfT have indicated that they still expect to provide additional direct services between London and Lincoln from May 2019. LNER will operate the franchise until the new East Coast Partnership commences in 2020. As yet, DfT have not released any further details regarding the format of the Partnership.

Lincoln Eastern Bypass

In January, Carillion announced that it had gone into liquidation and a decision was made to terminate this contract. Galliford Try has been awarded the remainder of the construction works package. The total cost of the project is now expected to be

£120m, with new costs coming as a result of changing contractor, additional archaeological spend, additional land acquisition costs and inflation.

The main works on site are currently focussed on installing the beams for the Market Rasen Rail Line Bridge and diverting utilities across the whole site. In addition, works have commenced on constructing temporary bridges over the River Witham to enable the major earthworks movement and construction of the River Witham's permanent bridge. The archaeology excavation works are now completed, resulting in a start of the post excavation investigations which will take several years to complete. The Lincoln to Spalding Rail Line Bridge which Network Rail were constructing is complete and the site has been handed back to LCC.

Grantham Southern Relief Road

This scheme is a 3.5km road with a five span viaduct carrying the road over the East Coast Mainline railway. Compulsory Purchase Order (CPO) and site line orders processes have resulted in a number of objections being received, which we are negotiating to remove. A Public Inquiry has been set for December if those objections cannot be removed.

The design for Phase 3, the Southern Quadrant Link Road, is almost complete and negotiations are on-going with Network Rail in relation to their Shared Value policy. Significant service diversions have already been carried out with Anglian Water and Western Power Distribution. LCC have now qualified for the next stage of a bid to the Homes and Communities Agency for a forward funding Housing Infrastructure Grant.

Spalding Western Relief Road (SWRR)

For Section 1 (Southern Connection), LCC and the developer have reached a financial agreement for funding Section 1 of the SWRR. Following the Examination in Public (EIP) adoption, LCC will submit a planning application for the road only with an aspiration works commencement in autumn 2021.

Section 2 is having options developed as part of the SWRR delivery strategy. It will be developed in tandem with Section 1 to allow a full connection between the B1172 and the A151 Bourne Road. It is important to stress that the two sections will be developed independently with an aspiration to have both schemes constructed sequentially.

Sections 3 and 4 are also having options developed as part of the delivery strategy.

Significant work has been undertaken on the development of a delivery programme and work has now commenced on the preparation of the relevant planning applications for Sections 1 and 5 for March 2019. It is also proposed that consultation on the proposed route of Sections 2-4 is undertaken at the same time. Traffic modelling work has been commissioned to WSP and surveys have been completed with the analysis of the data currently taking place. A report is due by the end of October to support planning applications for Sections 1 and 5.

North Hykeham Relief Road

An Outline Business Case is currently being prepared, funded by the Advance Design Block to continue the progress for this major scheme in preparation for any funding opportunities to enable delivery of the project. The aim is to submit a bid to the DfT Majors towards the end of the year. A number of community engagement events were held in June for updating key stakeholders on progress and ensuring compliance with the DfT funding bid process. This road will be a key link in the Lincolnshire Coastal Highway from the A1 through to Skegness.

Lincolnshire Coastal Highway

LCC is investigating potential improvements to the A158 across the county from the A1 to the North Sea coast around the Skegness locality. In identifying improvements to the highway, consideration will need to be given to being future-ready, building in capacity to support growth, investigating options across a range of modes and building in resilience, and lower longer term costs for management of infrastructure.

The Council has developed a number of potential projects and initiatives along the route and has also held four engagement events at Skegness, Horncastle, Wragby and Lincoln to gather perceptions, existing challenges and potential solutions from key stakeholders. The sifting of the longlist of projects against assessment has been completed and a shortlist of options is being developed. The next stage will be a scoping report of costs, benefits and deliverability.

National Productivity Investment Fund (NPIF)

The only remaining scheme to be completed followed a £5.4m grant from DfT is the Wolsey Way / Wragby Road Improvement in Lincoln. LCC's bid was successful against the NPIF tranche 2 bid for A46 Dunholme/Welton roundabout improvement which has an estimated cost £4.6m. The DfT awarded LCC a £2m grant for expenditure in financial year 2018/19 and 2019/20. Planning approval was granted in February and work is progressing on detailed design and land acquisition, in parallel with the legal orders process.

Single Local Growth Fund 3 (SLGF)

The A46/A15 Nettleham and A46/A158 Riseholme Road Roundabout projects on Lincoln's Western Bypass attracted SLGF to a value of £2.5m. The project entails enlarging the size of both roundabouts and increasing the number of lanes both entering and exiting each leg of both roundabouts. This will alleviate congestion at these pinch points and improve journey time reliability. The outline design is complete, which has confirmed that planning and side road orders are not required, although land acquisition is for Nettleham Road Roundabout. The project has now progressed on to detailed design with a focus on acquiring the required land through agreement. It is expected that work may commence in 2019.

Network Rail Footbridges, Lincoln

This is a Network Rail owned and managed project which consists of constructing a new iconic footbridge over the rail line on Brayford Wharf East. Following an appeal process, planning permission was granted to Network Rail in January. Morgan Sindall have been awarded the tender to design and build the footbridge which is expected to commence in this month, for a period of six months. LCC are working closely with Network Rail to drive a coordinated approach between all parties. In March, Network Rail commenced another project in the same locality, which includes developing Building 179 and establishing a footway between Brayford Wharf East and High Street.

Go-Skegness

The achievements to date of this three year project include improvements to the A52 Roman Bank to reduce congestion, improve bus priority and reliability and upgrade facilities for walking and cycling with the provision of a bus lane extension, accessible bus stops and new bus shelters plus enhanced footway/cycleway links from Skegness to both Gibraltar Point Visitors Centre and Butlin's.

Now within the final year of the project, the last phases of work are due to start this month and will provide junction improvements at Grand Parade/Scarborough Avenue and further improvements to footpath/cycleways, linking key visitor destinations to the bus and rail stations within the town centre.

Passenger Transport Services

The team have processed an average of 2000 renewals a month since taking the administration of concessionary fares back in house from 1 April. The usage of the new online portal continues to grow and all passes are being produced within seven days or less. CallConnect Patronage figures since the start of 2018 have shown a 5% increase, compared with the same period last year.

The county has seen the loss of two local bus operators in recent months affecting a sizeable number of contracts and serving to further impact on the paucity of supply within Lincolnshire. Consequently the Council's Teckal Company continues to provide a necessary intervention in the market, particularly within the south of the county.

The Poacherline (Nottingham – Skegness) Community Rail Partnership continues to actively promote local rail travel to help sustain the route and its stations. In recent months, events held at Birmingham, Heckington & Skegness have jointly promoted the benefits of visiting the line, Lincolnshire, and its RAF 100 activities to a wider audience. The PoacherLine CRP has 7 nominations within the ACoRP Community Rail Awards being held later this year.

The Transport Services Group also conducted a successful Catch the Bus Week Tour, visiting over 50 communities to promote CallConnect and other local bus services. The campaign was great at helping to educate communities about the

services available to them and to promote offers like the £1/1Way Youth Concession being offered on all CallConnect Services over the summer holidays.

The group is now heavily involved in preparing the transport arrangements for both entitled and non-entitled pupils who will be using public transport to get to school from the start of the new academic year.

IT

Broadband

The Lincolnshire Broadband Programme (onlincolnshire) continues to deploy Superfast broadband across the county, with a further 11,200 premises to be completed by 31 December 2019 taking county-wide coverage to circa 97%, well above what was originally anticipated. Customer take-up of better broadband is now at 51% and is growing at 1% per month which is also well above anticipated. We expect to arrive at a total of circa £10.6M to be added back into the Investment Fund from BT over the next six to seven years. It should be noted that BT has already placed £4.65m at our disposal from this fund, but the overall total will continue to grow as take-up moves forward.

The deployment to West Lindsey was finalised by BT and submitted to LCC for approval. Unfortunately, the BT submission did not meet LCC's specification and ultimately did not provide either the level of coverage or value for money that we expected. BT are consequently now re-modelling the district.

As the programme progresses, we are seeing more and more FTTP (Fibre to the Premises) being deployed to the most rural areas of the county and this is a direct result of the levels of fibre penetration into these areas that now exists. We currently have a public consultation in place for a third contract to try to capture the remaining premises without broadband across the county. We expect to issue an Invitation To Tender in October and award a contract early next year. Additionally, there has been a recent government statement regarding rural Superfast broadband and potential, additional funding. We are awaiting more details at the time of writing.

Future Delivery of Support Services (FDSS)

The strategy of 2015-2018 migrated the main email messaging and calendar platform, Microsoft Exchange, to data centres in London. This was imperative as the large storage systems that supported the platform at its original location in the Lincoln Data Centre were approaching obsolescence and, more immediately, running out of space. This was part of an overarching strategy enshrined within the FDSS support contract. The fast depleting storage and end of life of the storage platform did not allow time to pursue migration direct to cloud, but the end result is to move our email services to Microsoft 365, a global messaging cloud platform, with significant benefits to LCC.

The current platform is located at London data centres. Microsoft and Serco technical resources have addressed a number of remedial actions over the last few

weeks that have delivered an improvement in the stability, which has been problematic for a number of months. However, neither Serco nor Microsoft regard the fault as completely fixed and there is evidence to suggest further improvement will come when additional network upgrade work is completed over the coming weeks and weekends. Work to migrate users' mailboxes to Office 365 continues to be prioritised and will alleviate the present performance and compatibility issues.

The Chief Executive has hosted a number of meetings with Serco and Microsoft to ensure every available assistance is given to expedite the delivery of this project phase and support the fault finding effort in the meantime. The first group of trial users will be migrated in the next few weeks.

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COUNTY COUNCIL MEETING – 14 SEPTEMBER 2018

**Statement from: Councillor E J Poll, Executive Councillor for
Commercial and Environmental Management**

Joint Municipal Waste Management Strategy (JMWMS)

The strategy is now being revised and when approved by the Lincolnshire Waste Partnership, they will then go to each partner authority with a recommendation that it be formally adopted. A joint message has been agreed to address the growing issue of non-recyclables going into household recycling collection. A trial to consider a countywide food waste collection and disposal service has started which includes a communications plan, disposal through the Grantham Waste Transfer Station and processing at an Anaerobic Digestion Facility in Hemswell.

Flood Risk & Water Management (FRWM)

Officers have begun work to revise our Joint Lincolnshire FRWM Strategy. The new strategy will retain an inclusive and co-ordinated approach, but will be able to take into account major developments since its predecessor was published.

English Coastal Path

The section between Skegness and Mablethorpe is scheduled to open in November following the completion of the promenade extension. The section from Sutton Bridge to Skegness received two objections and the Planning Inspectorate will hold a site meeting to discuss these. The final sections are between Mablethorpe and the Humber Bridge and the Ministry of Defence (MoD) have agreed a proposed line at Donna Nook.

Lincolnshire Coastal Country Park

Work is currently focused on improving visitor amenities, such as car parking, in balance with the needs of the local community.

National Planning Policy Framework (NPPF)

The revised NPPF was published on 24 July. None of Lincolnshire's Local Plans will be immediately affected, as expected, as they are too far progressed.

East Lindsey Local Plan

The Local Plan was formally adopted at ELDC's Full Council on 18 July. This follows the Inspector's Report concluding it is legally compliant and sound, subject to the Inspector's recommended modifications.

South East Lincolnshire Local Plan

A public consultation on Proposed Main Modifications ran from 16 July - 28 August. On receipt of the final report, the Joint Committee can proceed to adopt the Local Plan, as amended in accordance with the Inspectors' report. Having regard to these

next steps, the formal adoption of the South East Lincolnshire Local Plan will occur before Christmas 2018.

Historic Environment

LCC and Network Archaeology Ltd are running a number of events for people directly affected by the Lincoln Eastern Bypass road works. LCC's Places Team are providing archaeological advice to districts in Nottinghamshire, which is being provided on a cost recovery basis, as a trial for exploring further provision of services on a commercial basis.

Following a successful bid to Historic England for £200,000, we are commencing an Extensive Urban Survey for a period of two years. This project will create a robust evidence base revealing the full depth of the historic development of thirty towns across the county.

COUNTY COUNCIL MEETING – 14 SEPTEMBER 2018

**Statement from: Councillor Mrs S Woolley, Executive Councillor for
NHS Liaison and Community Engagement**

NHS LIAISON / LINCOLNSHIRE HEALTH AND WELLBEING BOARD

Joint Health and Wellbeing Strategy

I am extremely pleased to announce that the second Joint Health and Wellbeing Strategy for Lincolnshire was formally signed off by the Health and Wellbeing Board at its meeting in June 2018. The strategy is the culmination of 18 months of work and engagement with key stakeholders, partners and the public to identify the key health and wellbeing priorities for the county using the Joint Strategic Needs Assessment as the primary evidence base. The strategy represents a clear direction for all organisations that contribute to, or have an interest in, the health and wellbeing of people who live and work in the county. I would, therefore, like to encourage all parts of the council, our key stakeholders and partners to use the strategy to inform how we collectively work together to improve health and wellbeing in Lincolnshire.

The priority areas to be taken forward in the strategy are:

- Mental Health – both Adults and Children & Young People
- Housing
- Carers
- Physical Activity
- Obesity
- Dementia

The Health and Wellbeing Board has identified a number of relevant boards and groups who will lead each of the priority areas detailed above. These groups will ensure the objectives of the strategy are delivered and improve health and wellbeing outcomes identified through their delivery planning.

The strategy document, along with copies of each of the delivery plans, is available to view on the [Council's website](#).

Housing, Health and Care Delivery Group Update

I am delighted that Lincolnshire's Health and Wellbeing Board is one of the first to recognise the importance of housing and its fundamental role in supporting people to live independent and healthy lives. The Board has included housing in its Joint Strategic Needs Assessment and as a priority in its Health and Wellbeing Strategy.

Cllr Wendy Bowkett Chairs the Housing, Health and Care Delivery Group, bringing together a range of partners to ensure that the actions agreed in the Strategy Delivery Plan are achieved. The Group has met regularly since September 2017 with good attendance from District Councils, housing providers, the NHS and LCC. The Group is developing a Memorandum of Understanding, mirroring the national model, to consolidate the good relationships which have been established.

Achievements to date include working together to secure funds to research the housing needs of older people, and agreeing a four-way protocol to support care leavers. The Group receives regular reports on progress in delivering the Lincolnshire Homelessness Strategy and the delivery of ACTion Lincs, the county's first social impact bond programme (and one of only seven programmes nationally) supporting 120 entrenched rough sleepers. This programme is already identifying gaps in service which need resolving.

Whilst the District Councils carry statutory duties in relation to many housing issues, there is much that we are already doing, and can continue to do together, to support Lincolnshire's residents. Reviewing our different roles in providing Disabled Facilities Grants, for example, we can collaborate to improve outcomes for residents and make best use of our different skills and resources. The Housing, Health and Care Delivery Group is a valuable vehicle for stimulating debate about possible solutions to shared concerns, and is an excellent example of partnership working in Lincolnshire.

Sustainability and Transformation Partnership Engagement Events

I attended two of the nine Sustainability and Transformation Partnership engagement events (Boston and Grantham) that were held around the county during July. The sessions provided an opportunity for residents and stakeholders to share their views on future plans for health and care services in Lincolnshire (including hospitals) with senior health and care leaders. In particular people were asked to provide comment on what mattered the most to them to feed into plans to transform and improve services to meet need now and in the future.

Better Care Fund

Discussions are currently ongoing with CCG partners to review and agree the Better Care Fund (BCF) in Lincolnshire for 2018/19. The total Better Care Fund pooled budget is estimated to grow to £230m and will remain one of the largest pooled budgets in the country. The expansion of funding reflects:

- Inflationary increases in CCG funding and, as a result, in the CCG funding for the protection of adult care services.
- Improved BCF (iBCF) funding coming directly to the County Council in 2018/19 of £22m, rising to an additional £30m in 2019/20; and
- Disabled Facilities Grant (DFG) funding of £5.698m in 2018/19. This funding will, as required within the regulations, be transferred to the District Councils.
- Increased investment by partners in learning disability and mental health services.

The Health and Wellbeing Board continue to provide support and challenge in the delivery of the key performance indicators identified in the BCF Narrative Plan including Delayed Transfer of Care (DTOC), Non-Elective Admissions, Reablement and Residential Admissions.

Work is also ongoing with health partners to review monitoring and reporting arrangements and to ensure that CCG governing bodies and lay members have a greater understanding of the outcome of the BCF schemes.

The current BCF Narrative Plan and related Planning Templates which underpins Lincolnshire BCF reflect agreements over a two year period up to 31 March 2019. As such BCF plans for the final year of the BCF 1 April 2019 to 31 March 2020 will soon require development in line with new guidance that is due to be issued by NHSE in the coming weeks. As before, all relevant agreements will need to be agreed by Lincolnshire County Council and the four Lincolnshire Clinical Commissioning Groups.

This single year plan is likely to act as a transition programme ahead of the implementation of recommendations which will come from the consultation on the Government's Green Paper. This will review the current functioning and structure of the Better Care Fund along with the results of the upcoming comprehensive spending review.

COMMUNITY ENGAGEMENT

Join the Dots

During 2016-2017, five community events, entitled 'Join the Dots', were held across the county in Boston, Lincoln, Sleaford, Mablethorpe and Stamford. These events brought groups and organisations together to inform, inspire and network, with a particular focus on funding. Organisations included community groups, local authorities and charities.

Following on from the success of these events and as part of the Community Collaboration project the Join the Dots events were re-designed and rolled out once again but with the aim of holding seven events, one in each district, and then a final legacy event to celebrate the achievements at the end of the deliverance.

The format was changed from a more informal drop in session, with presentations from funders such as Big Lottery, collaborative project development sessions and funding training. Four events have been held in Lincoln, Boston, West Lindsey and South Kesteven. The remaining three are scheduled to take place over the next eight months.

The events have been extremely well received by communities who have commented on the positive impact the events have made to groups. Over 160 delegates have attended an event so far.

Three collaborative projects have also been developed as a result of the events, bringing together local community groups to deliver community beneficial projects, such as a rural isolation project in Boston and a community green spaces project in West Lindsey.

Lincolnshire Funding Advice & Support/Funding Portal

The Community Engagement Officer (Funding) role provides signposting information and advice to not for profit organisations to enable them to search for funding sources appropriate to their projects ideas; this includes the Lincolnshire Funding Portal.

During the period 1 April – 30 June 2018 the following statistical information was gathered with regard to support and advice on funding provided to not for profit organisations at Officer level.

Officer Funding Advice & Support – Quarter 1, 2018-19

	Q1
Number of enquiries received & organisations supported	39
Number of Armed Forces Covenant fund enquiries	18

Monthly data relating to usage of the Funding Portal is provided by IDOX software and published on the Lincolnshire County Council website as a download. The report includes additional information including most popular searches, Wards from which users have accessed the site and categories of groups accessing the Portal.

During the period 1 April – 30 June 2018 the following statistical information has been gathered with regard to usage of the Funding Portal:

	April	May	June	TOTAL
Total number of visits this period:	1,273	1,184	1,344	3,801

Lincolnshire Armed Forces Covenant Annual Conference 2018

The Lincolnshire Annual Armed Forces Covenant Conference was held this year at the International Bomber Command Centre in Lincoln. The Centre held its official opening earlier in the year and the Conference was a fantastic opportunity for delegates to see this impressive centre in person.

Nearly 80 delegates attended on a very warm day and enjoyed the valuable opportunity to network with organisations from all sectors, including the Armed Forces, Veterans, Reservists and the Voluntary Sector. Speakers included John Shivas from the Covenant Fund Team in London, Catherine Foster from the Jon Egging Trust and LCC's Paul Drury who is himself a veteran.

Highlights of the day included a quiz giving a light hearted look at facts and figures around the Armed Forces and an extremely powerful presentation by City of Lincoln Councillor Jackie Kirk, giving us first hand detail of her own experiences as a Reservist.

COUNTY COUNCIL MEETING – 14 SEPTEMBER 2018

Statement from: Councillor C N Worth
Executive Councillor for Culture and Emergency Services

CULTURE

Libraries

GLL has now entered Year 3 of a five year contract with an option to extend the contract by a further five years taking us to 31 March 2021 or 31 March 2026 if extended.

Libraries Performance

Overall performance remains strong with website visits up 15% in Year 2 and over 68,000 adults and children attending events and community activities in libraries; an increase of over 50% compared to Year 1.

As well as regular activities at core libraries, such as job clubs, online Ancestry taster sessions, and writer's workshops, core libraries also participated in national library and literary promotions including Harry Potter Book Night, the BBC Love to Read Campaign, Where's Wally 30th Anniversary and National Bookstart Week.

GLL's main focus in Year 2 was improving back office services to ensure that library materials are purchased efficiently and are distributed quickly around the county. The effective management of stock has had a positive impact on performance, and issue figures for core libraries, mobile and e-services have increased by 14%,

Community Hubs

GLL continue to provide support to 36 community hubs through dedicated Library Development Officers. Of these 36, 34 are community group run. A library provision is provided at Belton Lane Children's Centre and at all three Lincolnshire Hospitals; these are managed by the staff at each location but again supported by GLL.

In May 2018 Learning Communities Community Hub sites (Birchwood, Boultham and Ermine) went into voluntary liquidation and within two weeks of their closure we were able to re-open these sites for approximately 21 hours per week with interim support provided by GLL. It is recognised that the current offer is a basic library provision, however; this has helped us achieve our aim to keep these sites open to the public during a transition period.

One group has expressed an interest in running the Birchwood and Boultham sites and at the time of writing we are working through the evaluation process, with a view to being able to award at the end of August.

A tentative enquiry has been made with a view to there being a possible collaboration between two groups to run the Ermine site. Discussions were due to take place but again, at the time of writing this statement, we are not yet aware of the outcome.

Heritage

Kingdom LEGO Brick Show

Almost 15,000 visitors have been to see the Kingdom LEGO Brick Show at Lincoln Castle since it opened on 14 July. The exhibition features a number of life sized sculptures including a 4m tall dragon that is located in the grounds of the Castle. There is also the opportunity for visitors to make their own creations in an interactive brick pit or the make and take activities.

Throughout each weekend of the exhibition there has been additional content in the Castle's exercise yard as part of the 'Castle of Legend' events where visitors got the chance to meet Robin Hood, King Arthur and the Castle's very own Jester.

A 16th century crossbow from our own collection is on display in the Magna Carta Vault to complement the exhibition.

World Cup Semi Final

Lincoln Castle collaborated with event organisers, Major Label, to screen England's World Cup Semi Final in the grounds of Lincoln Castle. There was a wave of public support for the screening and over 3,500 people enjoyed the opportunity to see the live screening at this unique venue.

Bastion in the Air exhibition

Bastion in the Air comprises two static exhibitions and two travelling exhibitions, which received £433,000 funding from the Heritage Lottery Fund. The County Council is partnered with WLDC in delivering this project.

The exhibition at the Dambusters' hangar at RAF Scampton, opened on the 5 April and focusses on the air defence of Lincolnshire from 1915 to 1918 and the county's contribution to British airpower in the First World War. The second exhibition at The Collection, which opened on the 24 May, focusses on the rising threat to Britain from aerial attacks by airships and the British response to that threat, featuring a host of artefacts, models, images, and much more.

The two travelling exhibitions Heroes of the Airfields and Heroines of the Home Front have been touring the whole of Lincolnshire since October 2017.

Accreditation Status achieved for heritage attractions

Following a review of the Museum Accredited status of The Collection, The Museum of Lincolnshire Life, Discover Stamford and Gainsborough Old Hall, the Accreditation panel appointed by Arts Council England, agreed on 28 June 2018 to award all the museums Full Accreditation status.

The Museum Accreditation scheme sets nationally agreed standards for museums in the UK. It defines good practice and identifies agreed standards, thereby encouraging development. It is a baseline quality standard that helps guide museums to be the best they can be, for current and future users.

The scheme focuses on three main points. Firstly, on the museums taking responsibility for all the collections it manages. Secondly, the museums must offer and develop good-quality, stimulating services for users and potential users, in order to get the best out of its collections, resources and local area. Finally, the scheme looks at organisational health, and in particular that the museums have a clear statement of purpose, excellent governance, effective forward planning demonstration of financial basis, and an appropriate workforce in numbers and experience to deliver the museums responsibilities and plans.

FIRE AND RESCUE

General

The dry weather over the past few months has seen a marked increase in field and moorland fires both locally and nationally. Within the county during June and July the number of grassland/field type fires more than doubled compared to the same period last year. Around 25% of these fires required two or more fire engines to attend. Following a request through the national resilience process, the Service also provided two fire engines to support Lancashire Fire and Rescue help tackle the Winter Hill moorland fire near Bolton at the beginning of July. Lincolnshire crews were deployed for a period of four days and engaged in both the provision of water and firefighting operations. Other notable incidents since May include a fatal house fire in Lincoln in June and attendance at a number of fatal road traffic collisions.

Blue Light Collaboration

Development of the new joint Fire, Police and Ambulance Station at the South Park site continues apace with much of the steel framework structure now in place. Plans for Fire and Ambulance to occupy the site by July 2019, and Police by the September, remain on target.

The new shared Fire and Ambulance Station and County Council office accommodation at Sleaford was officially opened on 15 June. Fire and ambulance crews have been operating from the facility since 1 May; the co-location supporting closer training and integration and improved service delivery. Work also continues exploring the potential for co-location at a number of other sites around the county including Stamford, Boston, Grantham, Bourne and Horncastle. In terms of broader integration, early scoping work is also underway to look at the development of a joint training facility based on the Waddington site and a joint Fire and Police command support vehicle.

Fire and Rescue Inspection

Over the past few months Lincolnshire Fire and Rescue have been inspected as part of the first tranche of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services' (HMICFRS) new inspection process. During this period the HMICFRS team have undertaken several visits to stations and departments, conducted numerous focus groups and interviews and been provided with a significant amount of Service data and documentation. The formal part of the process culminated at the end of July with the fieldwork inspection. Over the next few months HMICFRS will be analysing all the information collected and undertaking

a moderation process before publishing the results. The final report is not expected until October/November.

People

29year old firefighter Stefan Hawcroft, who served as a wholetime firefighter for 5 years with Lincolnshire Fire and Rescue and with Derbyshire Fire and Rescue as a retained firefighter for 10 years, sadly lost his long-term battle against cancer in July. Our thoughts remain with his family, friends and colleagues.

Bardney retained firefighter, Ivan Lintin, who was critically injured following a motorcycle race crash on the Isle of Man on 12 July, is now in a stable condition. He has been transferred to Queen's Medical Centre Nottingham to continue his long-term treatment.

While retained firefighter availability remains a challenge at a number of stations, our focus on recruitment continues to deliver benefits with 16 more on-call retained firefighter recruits passing out from their training course at Waddington on 1 July. The course, which runs for 32 days over a 3 month period, provides all the necessary knowledge and skills, ensuring new recruits are competent to ride when they join their stations.

A new Assistant Chief Fire Officer, Dan Quinn, has also recently been appointed within the Service. Dan will be joining from Nottinghamshire Fire and Rescue at the end of September and will oversee the planning, prevention and protection portfolio within the Service.

EMERGENCY PLANNING

Since May, the Emergency Planning and Business Continuity Service has been required to switch their attention from planning for storms and severe cold weather to planning for the heatwave that has affected the UK. The Service has supported partner organisations with advice and guidance and has been actively involved in the review of current heatwave planning assumptions.

Following the visit to the Grenfell Tower site back in June last year, the Service produced a report which looked at possible implications for Lincolnshire County Council, concluding with nine recommendations which included the design of a new training package. This training has now been designed and includes guidance on the role of elected members during emergencies and information on how to engage with the media. The first training session took place on the 26 July. The session was jointly facilitated by the Service and the LCC communications team. Feedback has been very positive and further sessions with District councillors are planned over the next few months.

The Lincolnshire Resilience Forum (LRF) Command and Control review report has now been agreed by the LRF. The Service is a key partner of the multi-agency training team and is now actively involved in the design and delivery of updated procedural training for all LRF strategic and tactical commanders. New training packages being developed include strategic and tactical command, command support manager, cell chair and loggist training. This training will commence during

September. The County Emergency Centre remains the preferred choice of location for the co-ordination of LRF command and command support functions, and work is currently underway to identify and update IT and communications requirements when the Service moves into the old Fire and Rescue Control accommodation later this year.

The Community Resilience project continues to go from strength to strength with further community groups signed up to the five stage programme and two new volunteer groups joining the Voluntary Co-ordination Group. The second Resilient Communities Conference took place at the Showroom on 12 July. The event included speakers from various voluntary groups and was used to launch the new Resilient Communities initiative which was well received. Planning is already underway for next year's event as this provides an important platform for both volunteer groups and community groups to network and share good practice. The Service continues to be regarded as national best practice in this area.

REGISTRATION AND CORONER'S SERVICES

Coroner's Service

The position of Senior Coroner for Lincolnshire will become vacant in October 2018 on the retirement of Stuart Fisher. Stuart has been a Senior Coroner for a long period of time, and before that was an Assistant Coroner. I am sure the Council will want to wish him well in his retirement.

A recruitment process for a new Senior Coroner is nearing completion and the name of the successful applicant will be formally announced by the Chief Coroner's Office, Lord Chancellor and the Council in a co-ordinated way on completion of the recruitment process. We will be working with partner agencies to ensure the new Senior Coroner has a comprehensive induction and has the opportunity to meet a wide range of stakeholders.

The other key development for the Coroner's Service is the planning for the introduction of a new case management system which should go live this month. It will provide a more comprehensive case management system and allow for greater proactive monitoring of caseloads, which will improve timescales and efficiency.

There is also ongoing work and discussions with Lincolnshire Police, EMAS, and Medical Practitioners looking at how the process for notification of a death can be as timely as possible.

Registration Service

The Registration Service continues to meet the needs of families at times of key life events. The Service attended the County Show to promote the wide range of services they offer. In this connection, there is a new 'Celebrate in Lincolnshire' publication which was released in August 2018.

The Service continues to try and meet the needs of bereaved families in registering a death within five days. There is considerable ongoing and proactive management of appointments to try and ensure that appointments are available to meet this requirement, however, in many cases there is reliance on the appropriate paperwork being ready to proceed with the registration and this is often balanced with customer

choice on the location of their appointment. The Service is working with the General Register Office on this important aspect of service delivery.

The Service still has high aspirations for a new website, appointment diary system and electronic payment mechanism to facilitate customer choice, especially with regard to payment of fees.

In May 2018 the Codes of Practice linked to the Digital Economy Act were published and this provides greater powers for data sharing and the Service will be exploring how this may be facilitated locally.

Medical Examiners

The Government's response to its consultation on the Introduction of Medical Examiners and Reforms to Death Certification in England and Wales was published on 11 June 2018. It sets out an analysis of responses received and it addresses the issues raised. There was also a ministerial statement published.

The Registration and Coroner's Service fully support any endeavour to improve patient safety and note with interest this latest announcement.

The new proposal is that Medical Examiners will be introduced in the NHS healthcare setting. Whilst the Local Authority will not have responsibility for the implementation, we have made early contact with our own local healthcare colleagues to support these implementation plans especially in relation to timescales for early registration of the death or referral to the Coroner.

It is good to see that the key outcomes from the Coroners and Justice Act 2009 will be achieved i.e. improved clinical governance, learning from deaths and early contact with bereaved families.

COUNTY COUNCIL MEETING – 14 SEPTEMBER 2018

Statement from: Councillor B Young, Executive Councillor for Community Safety and People Management

COMMUNITY SAFETY

Trading Standards

The first quarter of the financial year saw the successful conclusion of a Trading Standards investigation, into the sale of an unsafe remote control helicopter that had caught fire and caused damage to the consumer's kitchen. The Importer was prosecuted having failed to ensure that the product was safe to supply to the public. He was fined £750 and ordered to pay prosecution costs in full amounting to £4189.

A second safety investigation into the sale of potentially unsafe and counterfeit perfumes saw the defendant sentenced to 8 weeks imprisonment, suspended for 18 months, 200 hours unpaid work and £5273 in costs.

Safety remains a high priority for the service and we have signed a Service Level Agreement with Lincolnshire Fire and Rescue, to promote joint working and the sharing of intelligence in areas including: fires attributed to electrical and electronic appliances; carbon monoxide poisoning arising from faulty installations; fires attributed to unsafe/illicit tobacco products or e-cigarettes, and any fires attributed to the safety of other consumer products.

LCC Trading Standards participated in Scams Awareness month working with the Deputy Police and Crime Commissioner to promote crime prevention and safeguarding advice. Officers have attended several roadshows across the county, worked closely with the Communications Team to ensure media coverage and utilised our social media account to spread the word.

Community Safety

The Safer Lincolnshire Partnership has now been constituted, and has held several meetings. The priorities which have been agreed across the partnership are anti-social behaviour, domestic abuse, reducing offending and, serious and organised crime, incorporating the areas of fraud and modern day slavery. Each of these areas now has a fully populated delivery plan, which is open to scrutiny from the Overview and Scrutiny Board. Meetings are well attended, with active participation from agencies represented. The cross-cutting areas of mental health and substance misuse are also represented at these meetings by the relevant authorities.

The newly procured E-Cins case management system for anti-social behaviour is being rolled out to partners, allowing for joint case working across the sector. The department has identified the need for a well-orchestrated and organised roll out for other purposes, given that the system has the capacity to be used for far more than anti-social behaviour moving forwards.

The move to a single provider for victims of domestic abuse (DA) has now been completed, and was awarded to West Lincolnshire Domestic Abuse Service (WLDAS) which will be taking on all DA victims' services across the county, providing

a simpler, less complex landscape for referrals. It will also see enhancements to the offer for children and families affected by domestic abuse, as well as the provision of some hospital-based independent Domestic Violence Advisors in order to raise awareness with hospital staff, and to take referrals when victims are present at hospital.

PEOPLE MANAGEMENT

Apprenticeship Reforms

There are currently 103 apprentices across LCC. We see the government's apprenticeship reforms as central to our Workforce Development Strategy. We have proactively matched possible opportunities for apprenticeship training against current structures, and we have high commitment across schools and director areas, where we have staff eager to begin their apprenticeships, supported by their managers.

Our procurement of training providers has generated interest from suppliers. The Council is however, having to stimulate the provider market in certain areas as providers are not yet ready, locally and nationally, to deliver the training for all of the apprenticeship training we require to meet our workforce development needs.

There are significant changes to apprenticeship funding and performance rules which were introduced on 1 August and will be in place until 31 July 2019 including the requirement for providers to robustly assess candidates prior to learning commencement in order to ensure the apprenticeship programme covers individual skills gaps. Also, a move from the requirement of a 30 hour per week employment contract for an apprentice, meaning a number of part-time staff will now be eligible to undertake apprenticeship training.

LCC managers are involved in a number of trailblazer groups, who are developing new apprenticeship standards for the future. These standards include: Occupational Therapist Degree, Public Health Practitioner (Level 6) and Regulatory Compliance Officer (Level 4).

LEGAL SERVICES

Legal Services Lincolnshire (LSL) continues to support the work of the Council and its district council partners. One area of current activity is commercialisation. LSL has been centrally involved in the ongoing work to establish a holding company for the Council as approved by the Executive in March and to establish the various governance structures that would ensure appropriate control and scrutiny can be exercised by the Council over the holding company and any subsidiary companies created under it.

LSL is also exploring its own version of commercialisation through the creation of an alternative business structure which could work for entities other than the Councils and other public bodies. This would enable it to support entities such as Council-owned companies as its partners pursue their own commercialisation approaches.

Initial visits have been undertaken to another authority operating such an alternative business structure and to the Solicitor's Regulation Authority (SRA) who must approve any application to establish such a body.

The SRA imposes stringent regulatory requirements on such an entity and must be satisfied with the fitness of not just the officers but also any person who is in a position to exercise control over it. However, these issues are not insurmountable (as is shown by the existence of other local authority alternative business structures) and there are important advantages to be gained, not least the flexibility to support Councils' own commercial enterprises as they are developed.

This avenue therefore continues to be explored in conjunction with our partner authorities.

On 6 - 7 August, LSL underwent its annual assessment under the LEXCEL practice management standard. The assessment was successful with only four minor non-conformities to the standard. The fact that LSL already adheres to good practice in law practice management will hold it in good stead in its further discussions with the SRA.

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

Report to:	County Council
Date:	14 September 2018
Subject:	Review of Financial Performance 2017/18

Summary:

This report:

- Describes the Executive's recommendations on budget carry forwards of over and under spending from 2017/18 into the current financial year and seeks approval for those proposals not set out under Financial Regulations;
- Reports the use made of flexible capital receipts to fund revenue expenditure on transformation during 2017/18; and
- Sets out performance against Prudential Indicators for 2017/18.

Recommendation(s):

The County Council is recommended to:

1. Note the carry forwards set out in paragraph 1.2 and 1.3 of the report, which are made in line with the Council's Financial Regulations;
2. Approve the proposed use of carry forwards of over and under spending in excess of 1.0% as set out in paragraph 1.4 of the report;
3. Note the transfers to and from reserves summarised in Table A of this report and the position of earmarked reserves as at 31 March 2018 also shown in Table A of this report;
4. Note the position in relation to general reserves set out in paragraph 1.7 and Table B of this report;
5. Note the Flexible Use of Capital Receipts in 2017/18 as set out in paragraph 1.8 to 1.10 and summarised in Table C; and
6. Note performance against the Prudential Indicators for 2017/18 as set out in paragraph 1.11 to 1.12 and Table D of this report.

1. Background

1.1 The Council's policy on carrying forward over and under-spending as set out in its Financial Strategy is that:

- All under and overspendings on service revenue budgets of up to 1.0% will be carried forward without exception.
- The use of all under-spending on service budgets in excess of 1.0% will be considered by the Executive and decided by the full Council.
- The means of funding all overspendings on service budgets in excess of 1.0% will be considered by the Executive and decided by the full Council.
- All under and overspendings on capital budgets and on the dedicated schools budget and shared services will be carried forward.
- All under and overspendings on revenue budgets where the spend is of an uneven nature will be transferred to reserves.

1.2 Under paragraph B18 of the Council's Financial Regulations, forming part of the Constitution, all under and overspendings on service revenue budgets of up to 1.0% will be carried forward without exception. The effect of the up to 1.0% carry forward on service budgets is £3.576m.

1.3 Under paragraph B19 of the Council's Financial Regulations the following budgets will also be carried forward. The effect of this for 2017/18, which full Council is asked to note, is as follows:

- The full carry forward of underspend relating to Schools is £17.058m. Any underspend in relation to schools must be spent on schools and so is carried forward in its entirety;
- The full carry forward of underspend relating to Shared Services is £0.787m; and
- Transfers to/from earmarked reserves linked to revenue budgets where the spend is of an uneven nature is a net £0.354m. Made up of: a transfer from the Schools Sickness Insurance Fund (this provides reimbursement to schools, who are members of the scheme, when staff are absent from work) (£0.584m) and a transfer to the general Insurance Fund reserve (£0.230m).

1.4 Again, under paragraph B18 of the Financial Regulations the use of all under-spending and the funding of all overspendings on service budgets in excess of 1.0% will be considered by the Executive and decided by full Council. Having considered the matter, the Executive recommends that the Council approve the following allocations in respect of underspend in excess of the 1.0%:

- A year end transfer of £18.665m into the financial volatility reserves. £5.076m is required for the planned contribution to Council's revenue

budgets in 2018/19. This will leave a reserve balance of £45.929m that will be available to fund future uncertainties in local government funding in 2019/20 and beyond;

- Following a report from the Insurance Actuary there is a predicted shortfall on the Council's balance sheet of £0.750m to meet expected liabilities. £0.230m is proposed to transfer into the reserve from the 2017/18 Insurance surplus (see para 1.3 above), therefore, it is proposed to use a further £0.520m of carry forward to bring the Insurance Fund reserve up to the level advised by the Actuary.
- To support the property investigations and programme management of the options assessment and implementation of the future operating model of the Council's Heritage Services (£0.130m).
- Provide additional funding to the contract development reserve to support work on the Corporate Support Services Contract as this progresses to a conclusion over the next two years (£2.500m).
- Due to the severe winter weather conditions during 2017/18 the Council completed 125 gritting runs which is more than is provided for in its budget, this resulted in an overspend of the Winter Maintenance budget (£1.511m). The full balance of £0.500m in the Adverse Weather reserve has been used to offset this overspend alongside a number of under spends in the Sustaining and Developing Prosperity through Infrastructure commissioning strategy. It is proposed that £0.500m from the overall carry forward is used to reinstate the Adverse Weather reserve.
- Additions to existing reserves for:
 - Fixed Penalty Notices (£0.020m); and
 - Floods and water risk management (£0.137m).
- Creation of new reserves for:
 - Highways Permitting scheme - Income is of an uneven nature, however, the fee charges are required to be reviewed over a three year period to adopt a cost neutral stance (£0.477m).
 - The Purchase of Employee Leave which is proposed to be used to support the online employee benefit portal and long service awards (£0.127m).
 - Future funding of specific schools capital projects in accordance with Section 77 of the Schools Standards and Framework Act 1998 (£0.584m).

Transfers to and from reserves

1.5 The Council has a number of reserves earmarked for specific purposes. Transfers are made to or from these earmarked reserves at each year end

dependent on actual expenditure and income during the year. These transfers include:

- transfers to reflect the carry forward of over and underspendings; and
- a variety of transfers to or from other earmarked reserves reflecting actual expenditure and income in 2017/18.

1.6 In 2017/18 the Council's total income was £27.669m (£44.727m including schools) more than expenditure. The transfers to and from reserves resulting from the proposals described above and from in year transfers reflecting actual expenditure and income are shown in **TABLE A**.

TABLE A – Transfers to and from reserves

EARMARKED RESERVES	Balance at 31 March 2017 £'000	Used in Year £'000	Additional in Year £'000	Balance at 31 March 2018 £'000	c/f proposals £'000	Adjusted Opening Balance at 1st April 2018 £'000
Schools Carryforward	-24,888	15,703	-3,642	-12,827	-17,058	-29,885
Prime Account Loan Reserve Adjustment	493	0	-206	287		287
Balances held by Schools under a scheme of delegation	-24,395	15,703	-3,848	-12,540	-17,058	-29,598
Other Services	-3,144	3,144	0	0	-3,576	-3,576
Adverse Weather	-500	500	0	0	-500	-500
Insurances	-4,487	0	0	-4,487	-750	-5,237
Schools Sickness Insurance Scheme	-1,103	0	0	-1,103	584	-519
Museum Exhibits	-133	0	0	-133		-133
Development - Economic Development Reserve	-268	12	0	-256		-256
Health and Wellbeing	-914	232	0	-682		-682
Health and Wellbeing Operating Cost Reserve	0	0	-96	-96		-96
Development - Lincs Coastal Country Park	-357	7	0	-350		-350
Legal	-1,651	730	0	-921	-683	-1,604
Procurement	-959	0	0	-959	-104	-1,063
Salix Carbon Management	-233	261	-211	-183		-183
Safer Communities Development Fund	-833	0	0	-833		-833
Co-Responders Services	-150	0	0	-150		-150
Financial Volatility Reserve - Budget Shortfall	-17,870	17,870	-5,076	-5,076		-5,076
Financial Volatility Reserve	-32,339	5,076	-1	-27,264	-18,665	-45,929
Teal Park	-50	0	0	-50		-50
Youth Service Positive Activities Development Fund	-20	0	0	-20		-20
Corby Glen/South Lincolnshire Sports Fund	-171	171	0	0		0
Youth Offending Service	-512	0	0	-512		-512
Domestic Homicide Reviews	-100	0	0	-100		-100
Civil Parking Enforcement	-910	74	0	-836	-20	-856
Support Service Contract Reserve (FDSS)	-800	435	0	-365	-2,500	-2,865
Roads Maintenance Reserve	-2	0	0	-2		-2
Adoption Reform Reserve	-35	0	0	-35		-35
Community Advisors Reserve	-156	0	0	-156		-156
Local Welfare Provision Reserve	-15	0	0	-15		-15
Property Management	-130	0	0	-130		-130
Energy from Waste Lifecycles	-3,669	555	-1,285	-4,399		-4,399
Broadband Project	-135	0	0	-135		-135
Broadband Clawback	-157	0	0	-157		-157
Flood and Water Risk Management	-527	105	0	-422	-137	-559
Young People in Lincolnshire	-226	0	-26	-252		-252
Lincoln Eastern Bypass (LEB)	-500	0	0	-500		-500
Families Working Together	-599	0	0	-599		-599
Enterprise Schemes	-108	0	0	-108		-108
Asbestos Pressure	-50	0	0	-50		-50
DAAT Pooled Budget	-248	0	0	-248		-248
Street Lighting Earmarked Reserve	-100	0	0	-100		-100
Heritage Services Earmarked Reserve	-880	0	0	-880		-880
Horncastle Salt Barn	-495	495	0	0		0
Corporate Property Business Case	-100	0	0	-100		-100
Agresso Milestone 6 Finance Staffing	-100	0	0	-100		-100
Contract Development	-1,000	0	0	-1,000		-1,000
Highways Advanced Design	-2,000	237	0	-1,763		-1,763
Environmental Improvement and Sustainability	-5,000	5,000	0	0		0
Music Service Reserve (carry forward)	0	26	-234	-208		-208
Environmental Improvements Sustainability (Environment)	0	0	-1,000	-1,000		-1,000
Environmental Improvements Sustainability (Infrastructure)	0	0	-4,000	-4,000		-4,000
Purchase of Employee Leave Scheme Reserve	0	0	0	0	-127	-127
Specific Sites Capital Projects Reserve	0	0	0	0	-584	-584
Highways Permitting Reserve Income	0	0	0	0	-477	-477
Future Heritage Services Reserve	0	0	0	0	-130	-130
Earmarked Reserves	-83,736	34,930	-11,929	-60,735	-27,669	-88,404
Revenue Grants and Contributions	-50,698	15,336	-23,642	-59,004	0	-59,004
TOTAL RESERVES	-158,829	65,969	-39,419	-132,279	-44,727	-177,006

General Reserves

1.7 The Council's policy on general reserves is that they will be maintained within a range of 2.5% to 3.5% of its annual budget requirement. The impact of actual expenditure and income in 2017/18 and the proposals on the carry forward of over and under-spending is that the general reserves at 31 March 2018 is £15.200m or 3.5% as shown in **TABLE B** below.

TABLE B – General Reserves at 31 March 2018

GENERAL RESERVES	£'000
Balance at 1st April 2017	-15,300
Planned contribution to/use in year	100
Balance as at 31st March 2018	-15,200
Balance as a percentage of total budget	3.50%

Flexible Use of Capital Receipts

1.8 In September 2016 the County Council approved an Efficiency Plan and Flexible Use of Capital Receipts Strategy to fund transformation for the three year period from 2016/17 to 2018/19. For 2017/18 the Council planned to generate £8.000m from capital receipts which would be used to fund revenue transformation. The actual capital receipts generated during 2017/18 were £4.030m. This income has been fully utilised in the financial year to fund revenue transformation projects.

1.9 The Strategy identified the following schemes which would be funded this way in 2017/18:

- Service changes and reductions (including redundancies);
- Property rationalisation;
- Efficiencies through contracting and procurement;
- Transforming technology; and
- Preventing and detecting fraud.

1.10 During the year the Council spent £5.440m on these transformation projects. This expenditure is shown in **TABLE C** below.

TABLE C - Flexible Use of Capital Receipts 2017/18

	2017/18 Actual £m	
Service charges and reductions (including redundancies)	0.556	The Council tracks the payback period for redundancy costs. it is essential that for every £1 spent on redundancy costs within a 9 month period the Council saves £1.25. This year the Council incurred £0.556m of cost.
Property rationalisation and collaboration	1.713	The Council has an ongoing programme analysing the property portfolio to identify and maximise use of Council assets. Savings here relate to reductions in rent and associated property costs. This programme of work also contributes to the generation of capital receipts, this work released £4.030m capital receipts to fund transformation work in 2017/18. Work is ongoing on the new shared accommodation for blue light services in Lincolnshire. This will transform service delivery of the three emergency services and will provide more integrated service provision and create efficiency through accommodation sharing.
Efficiencies through contracting and procurement	1.771	Savings are about reducing contract costs but also about keeping future contract costs as low as possible. (ie. ensuring that grow in cost is kept to a minimum). Efficiencies through contracting included the new Best Start Lincolnshire Early Years service model which started in July 2017 with the expected recurrent savings of £0.783m per year. Another example is the new model of Children's 0-19 Health Services which is the result of decommissioning the Family Nurse Partnership.
Transforming Information technology	1.173	Improvements and efficiencies here may not easily convert directly into a reduction in spending, however they will increase capacity and allow other savings to be delivered across the Council. During 2017-18 work has been undertaken on several schemes including the design and installation of an IT network and security on the Lancaster House Campus, development of the Enterprise Data Warehouse to locate key LCC datasets in a central database, projects to migrate the IMP content platform to Open Text Cloud and the legacy Achieve Forms software to the new Firmstep replacement as both the current versions are coming to the end of their life.
Preventing and detecting fraud	0.228	The Council is developing ways in order to benchmark against the six strategy themes to tackle fraud and corruption in local government 2016-2018. This will provide strong, harder hitting deterrence factor and fraud awareness, reduced levels of fraud in key service areas will mitigate the impact of reducing service budgets, and will maintain an anti-fraud culture and reduce fraud to an absolute minimum.
Total	5.441	

Prudential Indicators 2016/17

1.11 The Local Government Act 2003 gave authorities freedoms to borrow what they need to fund their capital programmes. The Act requires Local Authorities to comply with CIPFA's Prudential Code for Capital Finance in Local Authorities. The Code provides a framework to ensure that Local Authorities' capital programmes are affordable, prudent and sustainable and that treasury management decisions are taken to support this.

1.12 In complying with the Code the indicators for 2017/18 were approved by County Council on 24th February 2017 along with the budget and council tax for that year. In accordance with the Code, the Executive Director for Finance and Public Protection has been monitoring the actual performance against the targets set and would have reported any issues of concern to members had there been a need to. The County Council should also be informed of the actual position compared with that estimated for any given year after the year end. **TABLE D** provides details of this comparison for 2017/18. It shows that Prudential Indicators have not been exceeded during the year and there have been no breach of limits set by the Authority.

TABLE D – Prudential Indicators Actual Compared to Estimated 2017/18

PRUDENTIAL INDICATORS ACTUAL COMPARED TO ESTIMATED 2017/2018			
Original Estimate	2017/18 £000	Actuals	2017/18 £000
Capital Expenditure Net	49,444	Actual Capital Expenditure (Excl Sch RCCO & Leasing)	17,775
Capital Financing Requirement 31/3/2018	621,849	Actual Capital Financing Requirement 31/3/2018	554,638
Capital Financing Requirement Estimate at 31/3/2020	666,599	Capital Financing Requirement Estimate 31/3/2020	599,388
Gross External Borrowing	508,057	Actual Gross External Borrowing	462,657
Borrowing in Advance of Need Limit	11,188	Actual Borrowing in Advance of Need Taken	0
Incremental Impact of Borrowing Plans on Council Tax	£14.51	Actual Incremental Impact of Borrowing Plans on	£2.78
'-Band D		'Council Tax -Band D	
MRP & Interest Repayments not to exceed 10% of Net Revenue Stream		MRP & Interest Repayments not to exceed 10% of Net Revenue Stream	
Minimum Revenue Provision	19,475	Minimum Revenue Provision	17,737
Interest on External Debt	19,968	Actual Interest on External Debt (Excl Sch)	19,002
Total	39,443	Total	36,739
Net Revenue Stream	684,595	Net Revenue Stream	698,702
Estimate	5.76%	Actual	5.26%
Capital Financing Costs:		Capital Financing Costs:	
Interest and investment income element	-1,000	Interest and Investment Income	-1,389
Interest on Long Term Debt (Incl Sch)	20,023	Interest on Long Term Debt (Incl Sch)	19,057
Gains/Losses Early Settlement Borrowing	-15	Gains/Losses Early Settlement Borrowing	-16
Interest on PFI Agreements	838	Interest on PFI Agreements	800
Interest Home Office Debt/Temp Borr	50	Interest Home Office Debt/Temp Borr/Bank	60
Interest Element of Finance Leasing	18	Interest Element of Finance Leasing	13
MRP	19,475	MRP	17,737
	39,389		36,262
Net Revenue Stream	684,595	Net Revenue Stream	698,702
Ratio of Financing Costs To Net Revenue Stream	5.75%	Actual Ratio of Financing Costs To Net Revenue Stream	5.19%
External Debt:			
<u>Authorised limit for external debt -</u>		Actual external debt at 31/3/18	
borrowing	583,007	Long Term LCC	461,391
other long term liabilities	13,701	Long Term Schools	1,208
TOTAL	596,708	Salix	-
		Temporary(Home Office)	58
<u>Operational boundary -</u>		Borrowing	462,657
borrowing	559,007	Other long term liabilities(Credit Arrangements)	11,033
other long term liabilities	11,701	TOTAL	473,690
TOTAL	570,708		
Treasury Management:			
<u>Upper limit for fixed interest rate exposure</u>		Actual exposure fixed interest	
Net principal re fixed rate borrowing less investments	666,599	Net Principal	262,804
<u>Upper limit for variable rate exposure</u>		Actual exposure variable interest	
Net principal re variable rate borrowing less investments	199,980	Net Principal	-42,910
<u>Upper limit for total principal sums invested for over 364 days</u> (per maturity date)	40,000	Actual sums invested > 364 Day	15,014
<u>Maturity structure of fixed rate borrowing during 2017/18</u>	upper limit	Actual maturity structure as at 31 March 2018	
under 12 months	25%	under 12 months	7.70%
12 months and within 24 months	25%	12 months and within 24 months	3.10%
24 months and within 5 years	50%	24 months and within 5 years	9.50%
5 years and within 10 years	75%	5 years and within 10 years	13.60%
10 years and above	100%	10 years and above	66.00%

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- * Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- * Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- * Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- * Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- * Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- * Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

These matters have been considered and there is not considered to be any direct impact of the decisions called for by this Report on the Equality Act duty. The Council set its budget for 2017/18 in February 2017 having had regard to these matters. The treatment of underspends and overspends in this Report do not impact on that budget or any individual decisions in relation to services. Those decisions will continue to have regard to equality act obligations as they are taken. This includes decisions on the use of carried forward underspends.

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision

The JSNA and JHWS have been considered and there is not considered to be any direct impact of the decisions called for by this Report on the either of them. The Council set its budget for 2017/18 in February 2017 having had regard to these matters. The treatment of underspends and overspends in this Report do not impact on that budget or any individual decisions in relation to services. Those decisions will continue to have regard to to the JSNA and JHWS as they are taken. This includes decisions on the use of carried forward underspends.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

Section 17 of the Crime and Disorder Act 1998 has been considered and there is not considered to be any direct impact of the decisions called for by this Report on the Council's duty under the Act. The Council set its budget for 2017/18 in February 2017 having had regard to these matters. The treatment of underspends and overspends in this Report do not impact on that budget or any individual decisions in relation to services. Those decisions will continue to have regard to Crime and Disorder Act responsibilities as they are taken. This includes decisions on the use of carried forward underspends.

3. Conclusion

3.1 The carry forwards of under and overspendings from 2017/18 in excess of 1% are proposed to County Council by the Executive for approval.

3.2 The Prudential indicators comply with CIPFA's Prudential Code of Capital Finance in Local Authorities and provide County Council with actual performance against the targets approved by County Council on 24th February 2017.

4. Legal Comments:

With regards to recommendation 1 the Council's Financial Regulations state that underspends up to 1% will be carried forward without exception.

With regards to recommendation 2 the Council's Financial Regulations provide that the use of all under-spending on service budgets in excess of 1% will be considered by the Executive and decided by the full Council.

With regard to recommendation 6 under Section 3 of the Local Government Act 2003 the authority must determine and keep under review how much money it can afford to borrow. Reporting on the Prudential Indicators assists the Council in discharging this function.

Otherwise the information contained in the Report informs the Council concerning performance against the budget and Financial Strategy it has set.

5. Resource Comments:

The Council has a sound financial base from which to manage the challenges of a difficult medium to long term outlook for public sector finances.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

n/a

c) Scrutiny Comments

On 28 June 2018 the Overview and Scrutiny Management Board considered the report to Executive on Financial Performance 2017/18 referred to in the Background Papers.

d) Have Risks and Impact Analysis been carried out??

No

e) Risks and Impact Analysis

N/A

7. Background Papers

Document title	Where the document can be viewed
Financial Strategy	Executive Director Finance and Public Protection
Executive Report - Review of Financial Performance 2017/18 – 3 July 2018	Executive Director Finance and Public Protection

This report was written by Dave Simpson, who can be contacted on 01522 553008 or dave.simpson@lincolnshire.gov.uk.

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County Council

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

Report to:	County Council
Date:	14 September 2018
Subject:	Corporate Parenting Strategy

Summary:

The Council has a legal Corporate Parenting responsibility to all of its looked after children and care leavers. The attached Strategy is a document designed to help embed the notion of Corporate Parenting across the council ensure the responsibility of parenting our children and care leavers is at the forefront of our thinking when making decisions and designing services.

The Corporate Parenting Strategy will be presented at the full council meeting on 14 September 2018 to ensure full member wide commitment to our responsibilities

Recommendation(s):

That the Council support the Corporate Parenting Strategy and work to support the process of embedding Corporate Parenting into the Council's culture.

1. Background

An effective Corporate Parent makes sure that looked after children and young people and care leavers have the same care, nurture, health and well-being, and life chances as any other child or young person. As one would expect and want for one's own child, the Corporate Parent must act as a responsible parent. We believe that good, responsible parenting involves, but is not limited to:

- 1) Making sure that children and young people have a strong sense of belonging, that they are cared about as well as cared-for.
- 2) Supporting children and young people through school, college or work, being ambitious for them and helping them develop a sense of aspiration and self-belief.
- 3) Making sure children and young people are safe.

- 4) Making sure children and young people are healthy, and health-aware, and are offered the very best parenting.
- 5) Making sure children and young people have the best start in life and opportunities to thrive and grow.
- 6) Making sure children and young people are actively listened to, respected and valued, encouraging them to develop and participate as citizens now, not simply as 'citizens in waiting'.
- 7) Encouraging and supporting children and young people to form and sustain a range of healthy relationships, developing how they manage their feelings and behaviours, and understanding those of others.
- 8) Ensuring young people have a sense of belonging, know who they are, where they have come from and know that they belong to a wide and diverse community.

An essential part of getting our parenting right in Lincolnshire is to develop our Councillors' understanding of their roles and responsibilities as Corporate Parents. This strategy aims to ensure our elected members have the very best understanding of their role and duties and how they can ensure every looked after child and care leaver has the very best opportunities in life.

The strategy helps ensure elected members:

- Understand their roles and responsibilities as Corporate Parents, and scrutinise and challenge how the Local Authority performs in delivering its services as a Corporate Parent.
- Engage effectively, with energy, clarity and confidence with children and young people.
- Support children and young people themselves to engage in activities that support and inform scrutiny and challenge, enabling them to be able to contribute to shaping how our services can be harnessed to deliver the best outcomes for them.

Understand that children and young people can hold them to account.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- * Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act

* Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

* Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

* Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic

* Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it

* Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

No adverse impacts of this strategy have been identified. The strategy relates to all Looked After Children and all those young people who request a Leaving Care Service. As a statutory function the focus is essential

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision

This strategy feeds directly into the JHWS around improving the health and social outcomes for this group of young people. Looked After children and care leavers are some of the most vulnerable young people in the community, and supporting them supports this objective of the JSNA

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

The entire strategy is designed to ensure members focus on improving the life chances for our Looked After Children and young people. By offering our young people the chance to become more stable, healthy, well connected and supported young people, they are far less likely to slip into criminality.

3. Conclusion

Lincolnshire is in a very strong position and we continue to demonstrate our commitment to Looked After Children and Care Leavers. Members are asked to support this strategy and ensure every elected member and officer knows of our responsibilities to our children and young people.

4. Legal Comments:

The Report invites all councillors through the meeting of the full Council to approve the Corporate Parenting Strategy as the way in which the Council and individual councillors will fulfil their corporate parenting role.

The decision is lawful and within the remit of the full Council.

5. Resource Comments:

There are no additional financial implications arising from acceptance of the recommendation in this report.

6. Consultation

a) Has Local Member Been Consulted?

Yes

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This strategy was considered by the Children and Young People Scrutiny Committee held on 8 June 2018, and the following was agreed:

- That the Corporate Parenting Strategy be received and that endorsement be given to the process of embedding Corporate Parenting into the Council's culture. That Officers look into how the Strategy was to be presented to the Council meeting on 14 September 2018.
- That Corporate Parenting refresher training be arranged, to include the changes in legislation that had come into force on 1 April 2018, relating to providing support to Care Leavers up to the age of 25.

d) Have Risks and Impact Analysis been carried out??

Yes

e) Risks and Impact Analysis

An impact assessment has been carried out and there will be no negative impacts. All young people eligible for the service can have LAC and leaving care service regardless of any protected characteristic.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Corporate Parenting Strategy

8. 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 Andrew Morris, who can be contacted on 01522 553916 or andrew.morris@lincolnshire.gov.uk.

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Corporate Parenting Strategy 2018-2021



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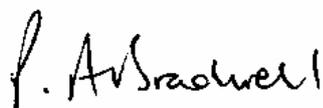
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1. Foreword

The role of the Corporate Parent is a complex and demanding one. As a Corporate Parent you are required to have energy, enthusiasm, offer a sensitive ear, provide guidance, support and generate resources to meet the needs of all our young people. We are also required to demonstrate we are improving services and ensuring great outcomes for Looked After Children and Care Leavers in Lincolnshire.

It is a challenging role, so forming and sustaining a listening and learning relationship with our young people, and all our partner organisations, is a critical part of our Strategy. From a Local Authority perspective, we welcome scrutiny and challenge, and we firmly believe that by holding each other to account and working together we will continue to improve what we do and how we do it. Working together and believing in our young people will result in better outcomes for our Looked After Children and Care Leavers in Lincolnshire.

This Corporate Parenting Strategy provides us all with direction and focus for our work, and guides us as to how we will support and champion our Looked After Children and Care Leavers. We will routinely review performance against this Strategy and hold ourselves, elected members and our partners to account through existing Corporate Parenting Sub-Group structures and to key professional and stakeholder groups, making sure we can continually improve what we do, based on good information and the views of our young people.



Councillor Mrs P A Bradwell
Executive Councillor for Children's Services



Councillor D Brailsford
Chairman of the Corporate Parenting Sub-Group



Debbie Barnes
Executive Director of Children's Services

2. What is a 'Corporate Parent'?

We recognise that Looked After Children and Care Leavers are among the most vulnerable children and young people in our society. We want to focus on what's working well; what we need to be acutely aware of; continually review everything we are worried about; but most importantly we must know, as a Corporate Parent, what needs to happen for all of our Looked After Children and our Care Leavers to ensure they have the very best start in life.

The Local Authority, its members and officers, have a legal duty to act as a good and effective Corporate Parent to children and young people in its care. There is a clearly defined set of responsibilities for Councillors and officers and each of these duties are supported by central government and are underpinned by legislation. Our Corporate Parenting Duty is enshrined in statute, but our motivation and desire should be driven by our desire to offer the very best to all our Looked After Children and all our Care leavers. In effect, in conjunction with the Director of Children Services, every elected member is the legal parent to our Looked After Children and Care Leavers.

An effective Corporate Parent makes sure that Looked After Children and young people and Care Leavers have the same care, nurture, health and well-being, and life chances as any other child or young person. As one would expect and want for one's own child, the Corporate Parent must act as a responsible parent. We believe that good, responsible parenting involves, but is not limited to:

- 1) Making sure that children and young people have a strong sense of belonging, that they are cared about as well as cared-for.
- 2) Supporting children and young people through school, college or work, being ambitious for them and helping them develop a sense of aspiration and self-belief.
- 3) Making sure children and young people are safe.
- 4) Making sure children and young people are healthy, and health-aware, and are offered the very best parenting.
- 5) Making sure children and young people have the best start in life and opportunities to thrive and grow.
- 6) Making sure children and young people are actively listened to, respected and valued, encouraging them to develop and participate as citizens now, not simply as 'citizens in waiting'.
- 7) Encouraging and supporting children and young people to form and sustain a range of healthy relationships, developing how they manage their feelings and behaviours, and understanding those of others.
- 8) Ensuring young people have a sense of belonging, know who they are, where they have come from and know that they belong to a wide and diverse community.

An essential part of getting our parenting right in Lincolnshire is to develop our Councillors' understanding of their roles and responsibilities as Corporate Parents. This Strategy aims to ensure our elected members have the very best understanding of their role and duties and how they can ensure every Looked After Child and Care Leaver has the very best opportunities in life.

The fundamental aims of this Strategy are to ensure that Councillors:

- Understand their roles and responsibilities as Corporate Parents, and scrutinise and challenge how the Local Authority performs in delivering its services as a Corporate Parent.
- Engage effectively, with energy, clarity and confidence with children and young people.
- Support children and young people themselves to engage in activities that support and inform scrutiny and challenge, enabling them to be able to contribute to shaping how our services can be harnessed to deliver the best outcomes for them.
- Understand that children and young people can hold them to account.

3. Corporate Parenting – Our Commitment in Lincolnshire

'In Lincolnshire we want all Looked After Children and Care Leavers to feel safe, loved, be heard and to realise their potential, through nurturing, resilient parenting and support. We believe you can achieve'. *Lincolnshire Looked After and Care leavers Strategy 2018- 2021*

We want Lincolnshire County Council to be an excellent Corporate Parent. This means the whole Council, not just Children's Services. Being an excellent Corporate Parent means:

- All Lincolnshire County Council services will know about their Corporate Parenting responsibility and will acknowledge this in their business planning and delivery.
- All elected members will understand their Corporate Parenting responsibility and will meet annually with Looked-After Children and Leaving Care Service professionals. A champion for Looked after Children and Care Leavers will be established within each Working Group, across Directorates.
- All commissioned partner agencies will recognise Lincolnshire County Council's Corporate Parenting commitment, understand this Strategy and will support its aims and objectives as fully as possible. They will report formally against this through contract monitoring and evaluation.
- All Looked After Children and Care Leavers will know about our Corporate Parenting commitment and plan. This information will be made accessible to them in ways they can understand and use.
- All elected members will support the delivery of the Looked After Children and Care Leavers Strategy 2018-2021.
- All elected members and Partners will state their [Core Offer](#) to Care Leavers.

We will work to a Corporate Parenting Work Plan and a Corporate Parenting Engagement Plan. We will review how we are doing against these plans and report on progress.

Annually to:

- Lincolnshire Health and Well-Being Board
- Lincolnshire County Council's Children's Services Directorate Management Team
- Lincolnshire County Council's Managers and Practitioners

4. Corporate Parenting - Responsibility for All

Services for Looked After Children and Care Leavers need to be co-ordinated, focussed and effective. Responsibility for this rests at a corporate level with Councillors, who will hold senior staff accountable for the implementation of strategies and services.

All elected members should have full regards for the seven Corporate Parenting principles:

- to act in the best interests, and promote the physical and mental health and well-being, of those children and young people;
- to encourage those children and young people to express their views, wishes and feelings;
- to take into account the views, wishes and feelings of those children and young people;
- to help those children and young people gain access to, and make the best use of, services provided by the Local Authority and its relevant partners;
- to promote high aspirations, and seek to secure the best outcomes, for those children and young people;
- for those children and young people to be safe, and for stability in their home lives, relationships and education or work; and
- to prepare those children and young people for adulthood and independent living.

There are three distinct levels of role responsibility for Councillors: 'universal', 'targeted' and 'specialist'. These responsibility levels support bringing the Corporate Parenting Principles to life, and the roles are defined below:

Universal responsibilities

Every elected member and manager within the Council, in conjunction with members of governing bodies of partner agencies, needs to:

- Be aware of their 'Corporate Parenting' role.
- Have knowledge of the profile and needs of Looked After Children and young people and Care Leavers.
- Understand the impact on Looked After Children and Care Leavers of *all* council decisions.
- Receive information about quality of care and services children and young people are experiencing and consider if this would be 'good enough' for their own child.
- Ensure that action is being taken to address any shortcomings in services and support for Looked After Children and Care Leavers and strive to continually improve outcomes.

Targeted responsibilities

For elected members who visit Children's Homes or who are members of the Corporate Parenting Sub-Group, and for managers of Children's Services, their responsibilities are as above. In addition they will need to make sure, in partnership with those with lead responsibility in partner agencies, that they:

- Are aware of Government expectations regarding services to Looked After Children and young people.
- Have access to and examine qualitative and quantitative information about this group of young people.
- Consider how they are going to respond to and hear the voice of children and young people and their carers/parents.
- Continually take action, in conjunction with officers and partner agencies, to improve services and respond to changing needs.

Specialist responsibilities

This includes key roles of the Executive Councillor for Children's Services, the Director of Children's Services, and the Chairman of Corporate Parenting Sub-Group. There is a responsibility for these individuals to:

- Provide leadership across the authority in safeguarding and monitoring the welfare of Looked After Children and Care Leavers.
- Ensure governance arrangements are in place.
- Undertake regular in-depth analysis of the needs of Looked After Children and Care Leavers and the services required to meet these needs.
- Ensure strategic plans of the Local Authority and joint plans with partner agencies reflect the needs of Looked After Children and Care Leavers.
- Keep up-to-date with national research and new performance indicators in relation to looked after children and young people.

Appendix 1 – Corporate Parenting Sub-Group Terms of Reference

Membership

The County Councillor Membership of the Corporate Parenting Sub-Group will be determined by the County Council. Five additional members may also be appointed to the Sub Group in the following categories:

- one Representative of the V4C the Children in Care Council
- one Lincolnshire Community Health Services NHS Trust representative
- one Lincolnshire Partnership NHS Foundation Trust representative
- two Foster Carers

Chairman and Vice Chairman

At its first meeting in each municipal year, the Corporate Parenting Sub-Group will elect a Chairman and Vice Chairman from the County Councillor membership of the Sub-Group.

Quorum

The quorum of the Corporate Parenting Sub-Group will be three, with at least one of the County Council Corporate Parenting Sub-Group members in attendance.

Replacement

Replacement members will be permitted on the Corporate Parenting Sub-Group.

Meetings

The Corporate Parenting Sub-Group will meet in private on a quarterly basis and as otherwise required.

Terms of Reference

The Corporate Parenting Sub-Group is authorised to undertake the following activities:-

- Ensure that all councillors and Lincolnshire County Council Directorates are fulfilling their roles and responsibilities as corporate parents proactively. This will involve the Corporate Parenting Sub-Group organising specific education and training events for all councillors to ensure they are equipped with the knowledge and skills to be corporate parents.
- Provide clear strategic and political direction in relation to corporate parenting.
- Investigate on behalf of all councillors ways in which the role of corporate parenting can be improved, using examples from other local authorities and countries.
- Ensure that councillors undertake their annual programme of visits to children's homes.
- Ensure that the needs of children and young people in public care and their carers are prioritised by councillors and officers.
- Receive quarterly reporting of key performance indicators relating to children and young people in public care.

- Receive regular and/or annual reports on the level and quality of services to children and young people in public care from the Children's Services Directorate, other Directorates and organisations.
- Monitor the performance, quality and outcomes of the Council's services in relation to children and young people in public care and identify any areas for improvement.
- Engage with children and young people who are in public care or have left care by inviting them to act as advisers to the Corporate Parenting Sub-Group.
- Listen to the views of children, young people and their carers and to involve them in the assessment and development of services.
- Champion the provision of Council based work placements and Apprenticeships for looked after young people.
- Promote achievement and acknowledge the aspirations of children and young people in public care by supporting celebration events.
- Meet with Ofsted inspectors where appropriate for their input into inspections.
- Participate as members of the adoption and fostering panels.
- Agree a work plan, reviewing progress, membership of the Panel and attainment of its role and terms of reference.
- Report back formally on these matters in writing to the Children and Young People Scrutiny Committee after each meeting of the Corporate Parenting Sub-Group.

Appendix 2 – Corporate Parenting Work Plan 2018-19

CORPORATE PARENTING SUB-GROUP WORK PROGRAMME 2018-19

15 MARCH 2018		
Item	Lead Contributor	Purpose
Looked After Children and Care Leavers Strategy	Andrew Morris, Corporate Parenting Manager	Verbal Update on progress to date
Visiting Members Quarterly Report	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of residential care
V4C The Looked After Children Council Annual Report (December 2017 - February 2018) and Member Feedback from Visits to V4C Meetings in Previous Quarter	John Herbert, Youth Development Practice Supervisor	Monitor progress of V4C and arrange visits to V4C for next quarter
Barnardo's Leaving Care Service Six Monthly Report	Kerry Mitchell, Assistant Director, Barnardo's Lisa Adams, Children's Services Manager, Barnardo's	Overview of service and outcomes of Care Leavers
The Virtual School for Lincolnshire Looked After Children Six Monthly Report	Kieran Barnes, Virtual Headteacher	Monitor educational achievements of Looked After Children
Compliments, Comments & Complaints received from Looked After Children – Six Monthly Update (April – September 2017)	Simone Haywood Customer Relations & Complaints Manager	Overview of LAC complaints

VIRTUAL MEETING 30 APRIL 2018		
Item	Lead Contributor	Purpose
Adoption Service - Six Monthly Update	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of service and progress
Regulation 44 Reports – Six Monthly Report of Independent Visiting Service	Carolyn Knight, Quality and Standards Manager	Overview of residential care addressing remedial actions
Looked After Children Placement Sufficiency Strategy 2013-2017 – Action Plan	Mark Rainey, Commissioning Manager: Commercial	Review of strategy and action plan

14 JUNE 2018		
Item	Lead Officer	Purpose
Legal Services Annual Report 2017/18	Rebecca Andrews, Principal Lawyer, Legal Services Lincolnshire Nicola Leaning, Solicitor, Legal Services Lincolnshire	Overview of service and progress on children in care proceedings
V4C The Looked After Children Council Quarterly Report (March – May 2018) and Member Feedback from Visits to V4C Meetings in Previous Quarter	John Herbert, Youth Development Practice Supervisor	Monitor progress of V4C and arrange visits to V4C for next quarter
Virtual School Annual Report 2017/18	Kieran Barnes, Virtual Headteacher	Monitor educational achievements of Looked After Children
Independent Reviewing Service Annual Report	Carolyn Knight, Quality and Standards Manager	Overview of LAC everyday care arrangement
Compliments, Comments & Complaints received from Looked After Children – Annual Report (April 2017 – March 2018)	Simone Haywood, Customer Relations & Complaints Manager	Overview of LAC complaints

20 SEPTEMBER 2018		
Item	Lead Contributor	Purpose
V4C The Looked After Children Council Quarterly Report (June – August 2018) and Member Feedback from Visits to V4C Meetings in Previous Quarter	John Herbert, Youth Development Practice Supervisor	Monitor progress of V4C and arrange visits to V4C for next quarter
Leaving Care Service Annual Report	Kerry Mitchell, Assistant Director, Barnardo's Lisa Adams, Children's Services Manager, Barnardo's	Overview of service and outcomes of Care Leavers
Children and Social Work Act 2017 – Care Leavers extension	Andrew Morris, Corporate Parenting Manager	Overview of impact of new Act on Care Leavers
Caring 2 Learn	Krysta Parsons, Caring2Learn Project Manager	Overview of Caring 2 Learn project
Annual Report and Statement of Purpose for Adoption	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of service and progress and description of regulatory framework of service

20 SEPTEMBER 2018		
Item	Lead Contributor	Purpose
Annual Report and Statement of Purpose for Fostering	John Harris, Children's Services Manager: Regulated (North and Fostering)	Overview of fostering service
Annual Report and Statement of Purpose for Private Fostering	Lizette Watts, Team Manager: Looked After Children (North)	Overview of service and progress and description of regulatory framework of service
Regulation 44 Reports – Annual Report of Independent Visiting Service	Carolyn Knight, Quality and Standards Manager	Overview of residential care addressing remedial actions

VIRTUAL MEETING 29 OCTOBER 2018		
Item	Lead Contributor	Purpose
Quarter 1 Fostering Report (1 April to 30 June 2018)	John Harris, Children's Services Manager: Regulated (North and Fostering)	Overview of fostering service
Visiting Members Quarterly Report	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of residential care

06 DECEMBER 2018		
Item	Lead Contributor	Purpose
Visiting Members Quarterly Report	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of residential care
V4C The Looked After Children Council Quarterly Report (September – November 2018) and Member Feedback from Visits to V4C Meetings in Previous Quarter	John Herbert, Youth Development Practice Supervisor	Monitor progress of V4C and arrange visits to V4C for next quarter
The Virtual School for Lincolnshire Looked After Children Six Monthly Report	Kieran Barnes, Virtual Headteacher	Monitor educational achievements of Looked After Children
Independent Reviewing Service Six Monthly Report	Carolyn Knight, Quality and Standards Manager	Overview of LAC everyday care arrangement
OFSTED Inspection outcomes for all the Children's Homes	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of Ofsted outcomes for Children's Homes

06 DECEMBER 2018		
Item	Lead Contributor	Purpose
LAC Annual Report 2017/18	<p>Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)</p> <p>John Harris, Children's Services Manager: Regulated (North and Fostering)</p> <p>Jenny Harper, Interim Designate Nurse Safeguarding South West Lincolnshire CCG – Federated Safeguarding Team</p> <p>Jean Burbidge, Named Nurse, Vulnerable Children and Young People, LCHS</p>	Overview of service and progress
Compliments, Comments & Complaints received from Looked After Children – Six Monthly Update (April – September 2018)	Simone Haywood, Customer Relations & Complaints Manager	Overview of LAC complaints

VIRTUAL MEETING FEBRUARY 2019		
Item	Lead Contributor	Purpose
Visiting Members Quarterly Report	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of residential care
Quarter 2 Fostering Report (1 July to 30 September 2018)	John Harris, Children's Services Manager: Regulated (North and Fostering)	Overview of fostering service

MARCH 2019		
Item	Lead Contributor	Purpose
Visiting Members Quarterly Report	Yvonne Shearwood, Children's Services Manager: Regulated (South and Adoption)	Overview of residential care

MARCH 2019		
Item	Lead Contributor	Purpose
V4C The Looked After Children Council Update Report (December 2017 - February 2018) and Member Feedback from Visits to V4C Meetings in Previous Quarter	John Herbert, Youth Development Practice Supervisor	Monitor progress of V4C and arrange visits to V4C for next quarter
Barnardo's Leaving Care Service Six Monthly Report	Kerry Mitchell, Assistant Director, Barnardo's Lisa Adams, Children's Services Manager, Barnardo's	Overview of service and outcomes of Care Leavers
The Virtual School for Lincolnshire Looked After Children Six Monthly Report	Kieran Barnes, Virtual Headteacher	Monitor educational achievements of Looked After Children
Compliments, Comments & Complaints received from Looked After Children – Six Monthly Update (April – September 2017)	Simone Haywood, Customer Relations & Complaints Manager	Overview of LAC complaints

Items to be programmed

- Post Adoption Support; and Support for Foster Carers

Appendix 3 - Corporate Parenting Engagement Plan 2018-19

Objective	Action	Evidence	Lead	Completion date
1. Ensure all Elected Members are aware of their Corporate Parenting responsibilities	Each LCC scrutiny committee to confirm they have a Corporate Parenting Champion	Champions keep LAC and Care Leavers in focus across all of the work of the Council. Evidenced in minutes, reports and actions. Relevant recorded items from scrutiny committee meetings are shared with Corporate Parenting Sub-Group Chair to feed to Sub-Group.	CLlr D Brailsford	November 2018
	Corporate Parenting Role is defined and purposeful.	Defined clearly within Strategy		
	Champions are inducted to role if they are new.	Induction for Champions	Andrew Morris	January 2019
	List of Champions is known and published within the organisation	Internal Comm's routes to wider organisation and all Cllrs	David Hair for all Cllrs	November 2018
	Full Council short annual briefing on Corporate Parenting and the Strategy	Full Council is briefed, recorded in minutes, any questions are answered.	Janice Spencer and CLlr D Brailsford	September 2018

<p>2. Corporate Parenting Sub-Group members strengthen their relationships with Looked After Children and Care Leavers, including with V4C and the Care Leavers group</p>	<p>Member takes part in activities working with Looked After Children and Care Leavers</p> <p>Each member attends one BIG Conversation meeting with Looked After Children, young people and Care Leavers</p> <p>Members of Corporate Parenting Sub-Group attend quarterly joint meetings with the Leaving Care LEADS group and V4C</p> <p>Visiting Members will engage with children and young people living residentially and report to Corporate Parenting Sub-Group, including children and young people's comments and views.</p>	<p>Members work collaboratively to influence service improvement. Young people feedback indicates taken seriously and a positive change made.</p> <p>Members are formally engaged with one of the three work-streams and contribute to successful outcomes.</p> <p>V4C and LEAD group members and minutes reflect meaningful engagement and discourse.</p> <p>Key issues/themes arising are actively considered for future Corporate Parenting Sub-Group agendas.</p> <p>Children's views, wishes and feelings are recorded and reported. Positive work is identified as well as areas for improvement/development</p> <p>Actions can be put forward for future Corporate Parenting Sub-Group agendas</p>	<p>Cllr D Brailsford Named V4C worker Lisa Adams (Barnardo's)</p> <p>All members</p> <p>All members</p> <p>All members</p>	<p>All to attend FAB awards, attend 75% of Corporate Parenting Sub-Group meetings each year.</p> <p>Each elected member on the Corporate Parenting Sub-Group to confirm a date for attendance by November 2018</p> <p>Each elected member on the Corporate Parenting Sub-Group to confirm a date for attendance by November 2018</p> <p>As per visiting schedule, reviewed quarterly through Corporate Parenting Sub-Group</p>
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3. The Children's Services Workforce and Management are aware of this Strategy and their role in Corporate Parenting in Lincolnshire. This includes key partner organisations.	DMT is kept aware of Corporate Parenting Strategy and developments	DMT understand role re Corporate Parenting, reflected in strategy and policy decisions	Janice spencer Andy Morris	Two updates to be given to DMT each year
	Service Managers and CSTMs are made aware of Corporate Parenting Strategy	Service Managers and CSTMs support increased engagement of staff in BIG Conversation and activities	John Harris Yvonne Shearwood Andy Morris	SMT and CSTM meetings
	Children's Services wider workforce is made aware of Corporate Parenting Strategy through numerous Forums and 2 staff bulletins per year	Supervision, appraisal and team meeting records reflect a good level of awareness of the Strategy and Corporate Parenting role and Corporate Parenting principles of LCC staff and elected members.	John Harris Yvonne Shearwood Andy Morris	October 2018
	The Strategy is known and understood by Leaving Care Service staff	Supervision, appraisal and team meeting records reflect a good level of awareness of the Strategy and Corporate Parenting role and the Corporate Parenting principles in Barnardo's staff. LCC Contract monitoring/auditing evidences this is happening	Lisa Adams	October 2018

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

Report to:	County Council
Date:	14 September 2018
Subject:	Recruitment of additional independent member on Audit Committee

Summary:

This report seeks approval from Council to increase the number of independent members on Audit Committee from one to two.

Recommendation(s):

- 1) That Council agrees to the recruitment of an additional independent member to sit on the Audit Committee.
- 2) Subject to the outcome of recommendation 1, Council approves the amendments to the Constitution set out in Appendix A.

1. Background

- 1.1 Paragraph 7.05 in Part 2 of the Council's Constitution outlines the role and purpose of the Council's Audit Committee.
- 1.2 The Committee is a key component of the Council's corporate governance and provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.
- 1.3 Its purpose is to provide independent assurance to members of the adequacy of the risk management framework and the internal control environment. It provides independent review of the Council's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.
- 1.4 The Constitution also states that the Committee consists of eight members (seven non-executive councillors to reflect the political balance of the Council overall, and one independent person).

- 1.5 The proposed change would see the membership of the committee increase to nine members (seven non-executive councillors to reflect the political balance of the Council, and **two** independent people).
- 1.6 The co-option of independent members onto audit committees is considered good practice. The benefits include bringing additional knowledge and experience to the committee discussions and reinforcing political neutrality and independence.
- 1.7 The proposal to increase the number of independent members originated from the committee following a review of its own effectiveness. The committee felt that the co-option of an additional independent member would help strengthen the work of the committee.
- 1.8 If this proposal is approved the Council will also need to approve changing the Constitution as outlined above and detailed in Appendix A attached to this report.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- * Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- * Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- * Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- * Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- * Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- * Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having

due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

As a formal change to the Council's governance arrangements the proposals are not considered to have an adverse impact on people who share a protected characteristic compared with those who do not. In particular anyone will be entitled to apply for the position of independent member without regard to whether or not they have a protected characteristic.

Joint Strategic Needs Analysis (JSNA and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision

As a formal change to the Council's governance arrangements there are not considered to be any implications of the proposals for the JSNA or the JHWS

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

As a formal change to the Council's governance arrangements there are not considered to be any implications of the proposals for crime and disorder

3. Conclusion

The Audit Committee has recommended that the number of independent members on the committee be increased from one to two. The change would require an amendment to the Constitution, which falls within the remit of the Council.

4. Legal Comments:

The Council has power under section 102 of the Local Government Act 1972 to appoint to its committees individuals who are not members of the Council.

Decisions on the composition of the Council's committees are reserved to the full Council and the decision is therefore within the remit of the full Council

5. Resources Comments:

Acceptance of the recommendations in this report will result in a modest additional cost in terms of a co-opted members allowance and travel expenses for the additional member. It is envisaged this cost can be contained within the existing budget for member's allowances.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

n/a

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

No adverse impacts have been identified.

7. Appendices

Appendix A	Proposed changes to the Constitution
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8. Background Papers

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

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

7.05 Audit Committee

There will be an Audit Committee consisting of ~~eight~~nine members. Seven of the members will be Non-Executive Councillors and reflect the political balance overall. ~~One~~Two members shall be ~~an~~ independent ~~person~~people who ~~is~~are not a Councillor or Officer of the Council; or a former officer of the Council if their departure was in the last 5 years.

Role:

To fulfil the role of an Audit Committee in respect of the work of the Council.

- The Audit Committee is a key component of Lincolnshire County Council's corporate governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

- The purpose of the Audit Committee is to provide independent assurance to members of the adequacy of the risk management framework and the internal control environment. It provides independent review of Lincolnshire County Council's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

Functions:

Internal Audit

- Approve the internal audit charter.

- To review proposals made in relation to the appointment of external providers on internal audit services and to make recommendations.

- To consider the Head of Internal Audit's annual report and opinion.
 - a. The statement of the level of conformance with the Public Sector Internal Audit Standards and Local Government Application Note and the results of the Quality Assurance and Improvement Programme that supports the statement – these will indicate the reliability of the conclusions of internal audit.

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Open Report on behalf of Keith Ireland, Chief Executive

Report to:	County Council
Date:	14 September 2018
Subject:	Designation of Monitoring Officer and changes to officer delegations

Summary:

This Report seeks approval for the designation of the Chief Legal Officer as the Council's Monitoring Officer and for the making of amendments to the Council's Constitution to transfer the delegations currently granted to the Executive Director for Environment and Economy to the Chief Executive following the retirement of the Executive Director

Recommendation(s):

That the Council with effect from and including 1 October 2018:-

1 designates the Chief Legal Officer as the Council's Monitoring Officer; and

2 amends Section C of the Delegations to Chief Executive and All Chief Officers in Part 3 of the Constitution (Responsibility for Functions) so as to transfer all the specific powers of the Executive Director for Environment and Economy to the Chief Executive.

1. Background

On 30 September 2018, Richard Wills, Executive Director for Environment and Economy and the Council's Monitoring Officer will leave his employment with the Council.

The Council has an obligation under section 5 of the Local Government and Housing Act 1989 to designate one of its officers as the Council's Monitoring Officer to fulfil the responsibilities under section 5 and 5A of that Act to report unlawfulness or maladministration in the exercise of the Council's functions. The Monitoring Officer also has a role both in law and under the Council's Constitution in supporting the Council in maintaining high standards of conduct and in managing complaints against Councillors under the Council's Code of Member Conduct.

The Executive Director for Environment and Economy is currently designated as the Monitoring Officer. Therefore the Council must designate another one of its officers as the Monitoring Officer. The Chief Legal Officer has previously been designated as Monitoring Officer whilst Richard Wills was Head of Paid Service. He has also acted as Deputy Monitoring Officer. It is recommended that the Chief Legal Officer be designated as the Monitoring Officer from the date on which Mr Wills ceases to work for the Council.

Under Section C of the Delegations to Chief Executive and All Chief Officers contained in Part 3 (Responsibility for Functions) of the Council's Constitution the Executive Director for Environment and Economy is granted a number of specific powers in respect of discharging functions within his areas of responsibility. To ensure continuity and to remove any question of how these powers may be exercised at officer level following the departure of Mr Wills it is recommended that these specific powers be transferred to the Chief Executive pending decisions as to how these areas of responsibility are organised in future.

The Chief Executive in turn is able under the General powers of the Chief Executive and all Chief Officers in Section B of the Delegations to Chief Executive and All Chief Officers in Part 3 of the Constitution to authorise in writing any other named Officer or Officers of the Council, either generally or specifically for the purpose, to exercise any or all of the above powers.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- * Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- * Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- * Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- * Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- * Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- * Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

There are not considered to be any equalities implications of the recommendations set out in the Report.

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision

There are not considered to be any JSNA or JHWS implications of the recommendations set out in the Report.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

There are not considered to be any crime and disorder implications of the recommendations set out in the Report.

3. Conclusion

This Report sets out proposals to ensure compliance with the Council's legal obligations in terms of designating one of its officers to the statutory post of Monitoring Officer following the retirement of the current Monitoring Officer and to make changes to the delegations within Part 3 of the Constitution to enable the smooth running of the Council following the departure of Richard Wills as Executive Director for Environment and Economy.

4. Legal Comments:

The Council is required to designate one of its officers as Monitoring Officer. This Report enables the Council to comply with this legal obligation.

The proposed changes to the Constitution are lawful

The decisions set out in the recommendation are reserved to the full Council and are within the remit of the full Council

5. Resource Comments:

The proposals within this report can be met from within the existing budgets of the Council.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

N/A

c) Scrutiny Comments

The proposals in the Report have not been considered by a Scrutiny Committee

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

See the body of the Report

7. Background Papers

Description of Document	Where it can be found
The Council's Constitution	Democratic Services

This report was written by Keith Ireland, who can be contacted on 01522 552000 or keith.ireland@lincolnshire.gov.uk

Open Report on behalf of Chairman of the Audit Committee

Report to:	County Council
Date:	14 September 2018
Subject:	Audit Committee Annual Report 2018

Summary:

The purpose of this paper is to present to the County Council the Annual Report of its Audit Committee. The Annual Report helps show how the Audit Committee provides a vital role in promoting good governance and accountability in the Council.

Recommendation(s):

That the Council receives the Audit Committee Annual Report 2018

1. Background

The membership of the Audit Committee changed post the Local Government elections in May 2017 and this is the first Annual Report presented by the Committee with their current membership.

A draft version of the Audit Committee Annual Report was presented to and discussed by the Audit Committee on 25th June 2018. At their meeting on 23rd July 2018, the content and format of the final report was agreed and the Chairman of the Audit Committee (Councillor Mrs S Rawlins) was authorised to present the report to Council on behalf of the Committee.

A copy of the Annual Report is at Appendix A of this report.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- * Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- * Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

* Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

* Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic

* Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it

* Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

There are not considered to be any Equality implications relating to any recommendations set out in the report

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision

There are not considered to be any JSNA and JHWS implications relating to any recommendations set out in the report.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

There are not considered to be any crime and disorder implications relating to any recommendations set out in the report.

3. Conclusion

The Audit Committee has worked well with Officers to maintain effective governance arrangements. It has provided independent insight and challenge on the Council's strategic risks and key activities. This has, in our view, improved decision making, accountability and transparency.

4. Legal Comments:

The Audit Committee Annual Report will provide assurance to the Council as to whether the Audit Committee is fulfilling its Terms of Reference as laid down by the Council. The recommendation is lawful and within the remit of the full Council.

5. Resource Comments:

There are no financial implications arising from acceptance of the recommendation in the report.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

n/a

c) Scrutiny Comments

Not applicable

d) Have Risks and Impact Analysis been carried out??

No

e) Risks and Impact Analysis

Any changes to services, policies, and projects are subject to an Equality Impact Analysis. The considerations of the contents and subsequent decisions are all taken with regard to existing policies.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Audit Committee Annual Report 2018

8. 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 Councillor Mrs S Rawlins, who can be contacted on or cllrs.rawlins@lincolnshire.gov.uk.

Audit Committee Annual Report 2018



“Audit Committees are a key component of corporate governance and are an important source of independent assurance about the Council’s arrangements for managing risk, maintaining an effective control environment, and reporting on financial and other performance”



The 10 General Principles of Public Life

<p>Selflessness Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.</p>	<p>Personal Judgement Members may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.</p>
<p>Honesty and Integrity Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly, and should on all occasions avoid the appearance of such behaviour.</p>	<p>Respect for Others Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority's statutory officers and its other employees.</p>
<p>Objectivity Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefit.</p>	<p>Duty to Uphold the Law Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.</p>
<p>Accountability Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should cooperate fully and honestly with any scrutiny appropriate to their particular office.</p>	<p>Stewardship Members should do whatever they are able to do to ensure that their authorities use their resources prudently, and in accordance with the law.</p>
<p>Openness Members should be as open as possible about their actions and those of their authority, and should be prepared to give reasons for those actions.</p>	<p>Leadership Members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.</p>

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Impact and effectiveness

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What we do and why

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Appendix 1 - Composition and attendance

Appendix 2 - Audit Committee terms of reference

Appendix 3 - Audit Committee activities

This report has been prepared solely for the use of Members and Management of Lincolnshire County Council. Details may be made available to specified external organisations, including external auditors, but otherwise the report should not be used or referred to in whole or in part without prior consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended for any other purpose.

The matters raised in this report are only those that came to our attention during the course of our work – there may be weaknesses in governance, risk management and the system of internal control that we are not aware of because they did not form part of our work plan or not brought to our attention. The opinion is based solely on the work undertaken as part of the Audit Committee work plan.



The Audit Committee is the Council's vital "watchdog" promoting and ensuring good governance and accountability



I am pleased to present our annual Audit Committee Report which provides an insight into our work, the issues handled and the focus of the Audit Committee during 2017/18.

The Audit Committee looks at areas such as governance, audit, risk management and measures to tackle fraud, as well as reviewing financial reporting.

In all these areas, the status and independence of the Committee allow it to challenge how things are done and confirm that appropriate processes are in place. Where we identify shortcomings, we act swiftly to ensure that they are rectified.

We have developed the Council's Annual Governance Statement for 2017/18, with specific attention given to topics we considered particularly significant – including such issues as the Council's financial systems (including payroll), faster closedown to produce the Council's financial statements and IT Governance. These are discussed in more detail later in this report together with how we addressed them.

I met with the Chairman of the Overview and Scrutiny Management Board in May 2018 – we are both keen to share information to help with our respective committee roles and remit.

Finally, I should like to thank my Vice Chairman, other members of the Committee and the officers for their contribution to its work.

Cllr Sue Rawlins
Chair of the Audit Committee
July 2018



Overall Opinion & Key Issues



Overall Opinion

Based on the information presented during 2017/18, it is the view of the Audit Committee that the Council does, for the most part, have adequate financial controls and governance arrangements in place that generally work well.

The Strategic Risks represent the challenges facing the Council and are well captured and reviewed on a regular basis by Senior Management.

The Council's Annual Governance Statement provides an open and honest account on how well the Council is being run.

During the year the Audit Committee assessed the following key issues and although we were satisfied that management were taking action we have limited assurance that the action taken addressed the issue. As part of this assessment, the Audit Committee received reports, requested and received clarification from Management and sought assurance from the internal and external auditors.

The Chairman briefed the Chief Executive and Leader of the Council as necessary.

Key Issues

Financial Control – Payroll System

Over the past 2 years Internal Audit has given **low assurance** around the completeness and accuracy of the payroll system. In June 2018 the assurance level improved to **limited assurance**.

We addressed this issue by reviewing management updates on progress in implementing improvement actions and sought further independent assurance from internal audit. This issue remains on the Audit Committee work plan for 2018/19 – it is anticipated that substantial assurance will be attained in Autumn 2018.

IT Governance

IT Governance and Cyber Security has been identified as a key risk and issue for the Council. We received assurances and information on how this high profile risk is being managed and the steps being taken to improve the Council's IMT arrangements. This area remains on the Audit Committee work plan for 2018/19.



Finance



Financial Reporting

The Council has little discretion to influence the content of the statements as they are prepared in accordance with proper accounting practices.

We reviewed and had the opportunity to comment on the statements of accounts and the narrative that accompanies them during the drafting process to ensure that the key messages in the narrative clearly gave fair and balanced information so that people could understand the Council's financial position.

We received and considered the External Auditor's report and opinion.

The faster closedown timetable was achieved and we are pleased to say that the Council's External Auditors reported the following on our:

Financial statements	Issued an unqualified opinion on both the Council's and Pension Fund financial statements – 2017/18.
Control Environment	Determined the overall control environment was adequate.
Accounts Production	Stated that the process for preparing our financial statements was effective.
Value for Money arrangements	That the Council has made proper arrangements to secure economy, efficiency and effective use of its resources. This is about the arrangements to ensure properly informed decisions are taken and resources are deployed to achieve planned and sustainable outcomes for the taxpayer and local people.

Counter Fraud

The Council has a **zero tolerance** to fraud.

Any instances of fraud or misconduct reported through the Council's whistleblowing arrangements should be reported to our Internal Audit function, who then evaluate each incident for action / investigation.

The Audit Committee plays a key role in monitoring the effectiveness of counter fraud and whistleblowing arrangements. We have assessed the overall effectiveness and the progress made to implement policy as **good**.

£56K

The Increase in financial recoveries from fraud since 2016/17





Governance

The Audit Committee reviewed and discussed regular reports on risk, controls and assurance, including the :

- Executive Directors annual assurance reports – reviewed in January & March 2018.
- The Head of Internal Audit Annual Report and Opinion on the Council's Governance, Risk and Control Environment – reviewed June 2018.
- Updates on outcomes from Internal Audit & External Audit work throughout the year.

The Audit Committee oversees the development of the Annual Governance Statement (AGS) and recommends its adoption by the Council to ensure it gives a true representation of how the Council was run.

The Council was required to reflect on how well the Council's governance framework had operated during the year and identify any governance issues that needed to be drawn to the attention of Lincolnshire's residents.

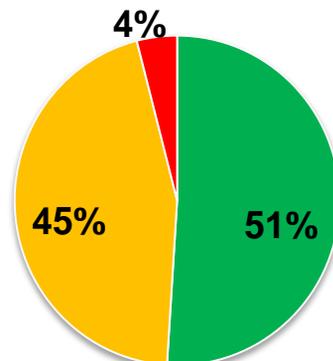
During the year the Council's governance arrangements were assessed as **performing well**.

The role of the audit committee on risk management covers 3 key major areas;

- Assurance over the governance of risk.
- Keeping up to date with the risk profile and the effectiveness of risk management.
- Monitoring the effectiveness of risk management arrangements and supporting the development and embedding of good practice in risk management.

During the year the Council's risk management and internal control arrangements were assessed as **performing adequately – some improvements required**.

Overall Assurance Status 17/18



■ High Assurance ■ Medium Assurance ■ Low Assurance

Assurance over 8% of our critical activities has increased from Low to Medium since 2016/17



External and Internal Audit



Audit quality is a key requirement

External Audit

The Audit Committee has responsibility for overseeing the Council's relationship with the external auditor, including reviewing the quality of their performance, their external audit plan and process, their independence and fees.

Public Sector Audit Appointments, appointed our external auditors, who are currently KPMG. Mazars take over from 2018/19 financial year.

Prior to the statutory audit - KPMG presented their strategy, key risks and scope of the audit. On completion of their work KPMG provide an opinion on the Council's financial statements and its arrangements for securing value for money.

During the year the Committee met with the external auditor without management being present. This meeting provided the opportunity for direct feedback between the Committee and the auditor, where they discussed some of the key issues facing the Council.

This year was a faster closedown – where the audit needed to be completed by the end of July – it was successfully achieved.

The Chairman of the Audit Committee and the Executive Director – Finance and Public Protection (Section 151 Officer) confirmed to the Auditors that:

- the financial statements give a true and fair view of the Council's financial position; and
- have been properly prepared on a going concern basis.
- all necessary information has been provided.

Internal Audit

The Committee reviewed and agreed the internal audit plan, which the Committee believes is appropriate for the Council - in terms of focus and resources. The internal audit plan is risk based.

The Committee reviewed reports from the Head of Internal Audit at its quarterly meetings. These reports enable the Committee to monitor progress against the internal audit plan, discuss any key findings with the auditor and senior management - securing improvement actions.

The Committee reviewed the effectiveness of the internal audit function and confirmed that its professional practice conforms to the Public Sector Internal Audit Standards.



In 2018/19 the Audit Committee aims to continue to build on its role and will set out to seek assurance on the following:

- Commercialism – transparency and accountability.
- IT Governance.
- Payroll System and Processes.
- The Council's ERP system – Business World On.
- The Council's Strategic Risk Register is updated and its risk appetite is clearly understood and applied throughout the Council. We will 'call-in' a number of key risks and their risk owner to help us assess the effectiveness of risk management arrangements.
- The Corporate Support Services Programme.
- Financial resilience following the reports published about Northamptonshire County Council.

We will continue to develop a strong working relationship with **Overview and Scrutiny Management Board** – setting up regular liaison meetings and sharing work plans.

The **Lincolnshire Audit Committee Forum** is a networking group which enables the sharing of good practice, emerging governance and risk issues and hot topics for public sector audit committees. It is designed to help and support the effectiveness of audit committees. We will be hosting the forum in October 2018.

We have already felt the benefits of the knowledge, expertise and keen interest of our independent member and we aim to add another member to the committee later in 2018.



Your Audit Committee

The Audit Committee is a regulatory committee made up of 7 councillors and 1 independent member. The composition and attendance of the Committee during the year can be found in **Appendix 1**.

The importance of the Audit Committee remains vital in looking forward to 2018/19 and beyond – in the context of continued financial pressures, reshaping of services, new models of service delivery and the growing demand for public services. Our role is to increase public confidence about how well the Council is run – providing independent assurance and challenge to the Executive – over governance, risk management and control processes. Our terms of reference can be found in **Appendix 2**.

The Committee met 8 times up to 31st July 2018.

Our work plan can be split into two areas - core items of business reviewed regularly and special interest areas where the Committee requires further assurance . The activities of the Audit Committee are noted in **Appendix 3**.

Effectiveness

In March 2018 the Committee held a self assessment workshop, where the performance was reviewed against a CIPFA best practice framework. This provided a good level of assurance in the delivery of the Committees core role and function.

CIPFA has updated this best practice guidance in May 2018. It emphasises the importance of audit committees and recognises the key part they play in governance. The publication covers:

- Core functions
- Possible wider functions
- Independence and accountability
- Membership and effectiveness
- Suggested terms of reference
- Audit committee members – knowledge and skills framework

We will review our terms of reference in light of this guidance.



Appendix 1

Audit Committee Composition & Attendance



Chairman

**Councillor
Mrs S Rawlins**



Vice Chairman

**Councillor A
Spencer**



**Councillor
P Coupland**



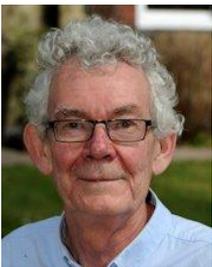
**Mr P Finch
(Independent
Added
Person)**



**Councillor
A Maughan**



**Councillor
P Skinner**



**Councillor
R Parker**



**Councillor
A Stokes**

Name	Audit Committee Attendance (Out of 8 possible Meetings)
Councillor S Rawlins	8
Councillor A Spencer	7
Councillor P Coupland	4
Mr P D Finch	7
Councillor A Maughan	8
Councillor P Skinner	6
Councillor R Parker	8
Councillor A Stokes	8



Audit Committee Terms of Reference

There will be an Audit Committee consisting of eight members. Seven of the members will be Non-Executive Councillors and reflect the political balance overall. One member shall be an independent person who is not a Councillor or Officer of the Council.

Role

- to fulfil the role of an Audit Committee in respect of the work of the Council.
- ❖ The Audit Committee is a key component of Lincolnshire County Council's corporate governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.
- ❖ The purpose of the Audit Committee is to provide independent assurance to the members of the adequacy of the risk management framework and the internal control environment. It provides independent review of Lincolnshire County Council's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

Functions

Internal Audit

- ❖ Approve the internal audit charter
 - ❖ To review proposals made in relation to the appointment of external providers of internal audit services and to make recommendation
 - ❖ To consider the Head of Internal Audit's annual report and opinion.
- a) The statement of the level of conformance with the Public Sector Internal Audit Standards and Local Government Application Note and the results of the Quality Assurance and Improvement Programme that supports the statement – these will indicate the reliability of the conclusions of internal audit.



Audit Committee Terms of Reference

- b) To approve the risk-based internal audit plan, including internal audit's resource requirements, the approach to using other sources of assurance and any work required to place reliance upon those other sources.
- ❖ To approve significant interim changes to the risk-based internal audit plan and resource requirements
- ❖ To make appropriate enquiries of both management and the Head of Internal Audit to determine if there are any inappropriate scope or resource limitations.
- ❖ To consider reports from the Head of Internal Audit on internal audit's performance during the year. These will include:-
 - a) Updates on the work of internal audit including key findings, issues of concern and action in hand as a result of internal audit work
 - b) Regular reports on the results of the Quality Assurance and Improvement Programme.
 - c) Reports on instances where the internal audit function does not conform to the Public Sector Internal Audit Standards and Local Government Application Note, considering whether the non-conformance is significant enough that it must be included in the Annual Governance Statement.
- ❖ To consider summaries of specific internal audit reports of significance or as requested
- ❖ To contribute to the Quality Assurance and Improvement Programme and in particular, to the external quality assessment of internal audit that takes place at least once every five years.
- ❖ To support the development of effective communication with the Head of Internal Audit.



Audit Committee Terms of Reference

External Audit

- ❖ To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance.
- ❖ To consider specific reports as agreed with the external auditor
- ❖ To comment on the scope and depth of external audit work and to ensure it gives value for money
- ❖ To liaise with the appropriate body over the appointment of the Council's external auditor
- ❖ To commission work from internal and external audit
- ❖ To advise and recommend on the effectiveness of relationships between external and internal audit and other inspection agencies or relevant bodies

Regulatory Framework – Governance, Risk and Control

- ❖ To maintain an overview of the Council's Constitution
- ❖ To review any issues referred to it by the Chief Executive, Director or any Council body.
- ❖ To monitor the effective development and operation of risk management and corporate governance in the Council.
- ❖ To monitor progress in addressing risk-related issues reported to the committee.
- ❖ To review the assessment of fraud risks and potential harm to the council from fraud and corruption.



Audit Committee Terms of Reference

- ❖ To monitor the counter-fraud strategy, actions and resources.
- ❖ To review the Annual Governance Statement prior to approval and consider whether it properly reflects the risk environment and supporting assurances, taking into account internal audit's opinion on the overall adequacy and effectiveness of the council's framework of governance, risk management and control.
- ❖ To review the council's corporate governance arrangements against the good governance framework and consider annual governance reports and assurances
- ❖ To consider the Council's framework of assurance and ensure that it adequately addresses the risks and priorities of the Council.
- ❖ To consider the Council's compliance with its own and other published standards and controls.
- ❖ To report to full council on a regular basis on the committee's performance in relation to the terms of reference and the effectiveness of the committee in meeting its purpose.

Accounts

- ❖ To review the annual statement of accounts. Specifically to consider whether appropriate accounting policies have been followed and whether there are any concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.
- ❖ To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.
- ❖ Duty of approve the authority's statement of accounts, income and expenditure and balance sheet.



Appendix 2

Audit Committee Terms of Reference

Standards

- ❖ Promoting and maintaining high ethical standards by Councillors and non-elected members;
- ❖ Assisting the Councillors and added members to observe the Members' Code of Conduct;
- ❖ Advising the Council on the adoption or revision of the Members' Code of Conduct;
- ❖ Monitoring the operation of the Members' Code of Conduct;
- ❖ Advising, training or arranging to train Councillors and added members on matters relating to the Members' Code of Conduct;
- ❖ Determining complaints of breaches of the Code of Conduct for Members referred for hearing by the Monitoring Officer.



Appendix 3

Audit Committee Activities

Audit Committee activities	Sept	Nov	Jan	March	June	July
Financial Reporting						
Consider Accounting Policies				x		
ISA 260 Report – External audit	x					
Statement of Accounts 2016/17	x					
Draft/approval Statement of Accounts 2017/18					x	x
International Audit Standard – Response to Management Processes Questions				x		
External Auditors				x		
Progress Reports			x	x		
Annual Audit Plan				x		
Internal Audit						
Annual Report 2018					x	
Progress Reports	x		x	x	x	
Draft Annual Plan				x		



Appendix 3

Audit Committee Activities

Audit Committee activities	Sept	Nov	Jan	March	June	July
Governance and Risk Management						
Approval of Annual Governance Statement 2017	x					
Draft/approval of Annual Governance Statement 2018				x	x	
Risk Management update on Strategic Risk Register	x			x		
Annual Report on the Effectiveness of the Council's Compliments and Complaints Process		x				x
Counter Fraud						
Counter Fraud Plan				x		
Counter Fraud Policy Review		x				
Annual Report on the Council's Whistleblowing Service		x				
Counter Fraud Risks Register	x					
Counter Fraud Progress Report		x				
Counter Fraud Annual Report					x	



Appendix 3

Audit Committee Activities

Audit Committee activities	Sept	Nov	Jan	March	June	July
Special Interest Items						
Payroll Control Environment Update		x		x	x	
ICT Review	x			x		x
Combined Assurance Reports			x			
Audit Committee work plan	x	x	x	x	x	
Audit Committee Annual Report 2018						x
Update on actions arising from audits in Adult Care					x	

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