



County Offices  
Newland  
Lincoln  
LN1 1YL

21 May 2019

**Overview and Scrutiny Management Board**

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 30 May 2019 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in black ink that reads 'DBarnes'.

Debbie Barnes OBE  
Head of Paid Service

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

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

**Added Members**

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

Parent Governor Representatives: Mrs P J Barnett and Miss A E I Sayer



**OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA  
THURSDAY, 30 MAY 2019**

<b>Item</b>	<b>Title</b>	<b>Pages</b>
<b>1</b>	<b>Apologies for Absence/Replacement Members</b>	
<b>2</b>	<b>Declarations of Interest</b>	
<b>3</b>	<b>Minutes of the meeting held on 25 April 2019</b>	5 - 14
<b>4</b>	<b>Announcements by the Chairman, Executive Councillor for Resources and Communications and Chief Officers</b>	
<b>5</b>	<b>Consideration of Call-Ins</b>	
<b>6</b>	<b>Consideration of Councillor Calls for Action</b>	
<b>7</b>	<b>Commissioning Strategies</b> <i>(To receive a report from George Spiteri (Senior Strategic Commercial and Procurement Manager), which invites the Board to consider a report on the Commissioning Strategies, which is due to be considered by the Executive on 4 June 2019. The views of the Board will be reported to the Executive as part of its consideration of this item)</i>	15 - 50
<b>8</b>	<b>Draft Final Report From The Transitions Scrutiny Review</b> <i>(To receive a report from Councillor Mrs Angela Newton (Chairman of the Transitions Scrutiny Panel), which invites the Board to consider the draft final report arising from the scrutiny review into Transitions)</i>	51 - 66
<b>9</b>	<b>Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities</b> <i>(To receive a report from Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), which advises the Board of the recent publication of the latest Statutory Guidance on Overview and Scrutiny, and seeks approval to set up a working group to consider the document)</i>	67 - 68
<b>10</b>	<b>Scrutiny Committee Work Programmes</b> <i>(To receive a report which sets out the work programmes of the Adults and Community Wellbeing Scrutiny Committee; Children and Young People Scrutiny Committee; Public Protection and Communities Scrutiny Committee; and the Health Scrutiny Committee for Lincolnshire, in accordance with the Board's agreed programme)</i>	69 - 88

- 11 Overview and Scrutiny Management Board Work Programme** 89 - 102  
*(To receive a report which enables the Board to consider and comment on the content of its work programme for the coming year, to ensure that scrutiny activity is focussed where it can be of greatest benefit)*

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.

All papers for council meetings are available on:  
[www.lincolnshire.gov.uk/committeerecords](http://www.lincolnshire.gov.uk/committeerecords)



**OVERVIEW AND SCRUTINY  
MANAGEMENT BOARD  
25 APRIL 2019**

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

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

**Added Members**

Church Representatives: Mr S C Rudman

Councillors: M J Hill OBE and B Young attended the meeting as observers.

Officers in attendance:-

Debbie Barnes OBE (Head of Paid Service), David Coleman (Chief Legal Officer), Andrew Crookham (Executive Director Resources), James Drury (Executive Director Commercial), Arnd Hobohm (Serco Contract Manager), Sophie Reeve (Chief Commercial Officer), Jasmine Sodhi (Performance and Equalities Manager), John Wickens (Chief Digital Officer), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) Emily Wilcox (Democratic Services Officer), Alex Botten (Strategic Commercial and Procurement Manager) and Kevin Hales (Operations Manager (Serco))

**36 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS**

Apologies for absence were received from Councillor M Brookes, Councillor C S Macey and Patricia Barnett (Parent Governor Representative).

It was reported that, under the Local Government (committee and Political Groups) Regulations 1990, Councillor S R Roe had been appointed as a replacement member for Councillor M Brookes, for this meeting only.

**37 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**38 MINUTES OF THE MEETING HELD ON 28 MARCH 2019**

**RESOLVED:**

That minutes of the meeting held on 28 March 2019 be approved as a correct record and signed by the Chairman.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD  
25 APRIL 2019****39 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLOR  
FOR RESOURCES AND COMMUNICATIONS AND CHIEF OFFICERS**

The Chairman announced that he had attended a meeting of the Executive on the 2 April 2019, in which the Chairman of the Environment and Economy Scrutiny Committee had presented the Board's agreed comments on the Carbon Management Plan.

The Chairman encouraged Members to attend the workshop on Culture and Accountability which was scheduled to take place on Thursday 30 May at 1:30pm

The Executive Councillor for Community Safety and People Management informed the Board that Chris Davison would be leaving his role as County Public Protection Officer on 10 June 2019, to return to his role as the Chief Superintendent for Lincolnshire Police. Shaun West, currently the Assistant Chief Constable for Lincolnshire Police, would take over as the County Public Protection Officer.

**40 CONSIDERATION OF CALL-INS**

None were received.

**41 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION**

None were received.

**42 IMT STRATEGY DOCUMENT**

Consideration was given to a report by the Chief Digital Officer, which invited the Board to consider a report regarding the IMT Strategy, which was due to be considered by the Executive Councillor for Highways, Transport and IT between the 07 and 10 May 2019.

The Chief Digital Officer outlined the key areas of the proposed IMT Strategy, which including the following:

- The IMT Strategies alignment to Corporate Priorities
- The three main priorities
- How the IMT strategy would be executed across the Council
- How the 6 A's would help measure the success and prioritisation of the strategy
- The core design principles
- IMT domains

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD**  
**25 APRIL 2019**

Members were invited to ask questions on the report. As part of the discussion, the following points were noted:

- Officers confirmed that there were no plans to stop using the classic channels of engagement such as telephone services, and acknowledged the importance of continued engagement with citizens that did not use modern technology.
- The Board recommended that a clear and measurable Action Plan be developed from the High Level Strategy to enable strategic oversight and monitor the delivery of the IMT Strategy programme. The Board also recommended that as part of the implementation of the IMT Strategy, the Council consider benchmarking the IMT service and processes against those of other Local Authorities.
- The Board sought assurances that the IMT Service would have the necessary influence within the organisation to ensure compliance with the Business Priorities and Core Design Principles identified in the strategy. Officers confirmed that there was a need to develop a culture of support for services areas and identify the right balance to ensure a greater level of compliance across the organisation.
- The Board highlighted the need to ensure continued access to services for those service users without access to IT channels. Officers confirmed that there were no plans to undermine classic channels of engagement as part of the proposed IMT Strategy.
- Members highlighted the benefits of smart speakers and open data initiatives in developing a truly digital organisation as a clear aspiration of the IMT Strategy.
- Members recognised the importance of self-help and self-service arrangements.
- The Board recommended effective engagement with the workforce to ensure training and development was effective to get the most out of the systems and software introduced as part of future modernisation.
- The Board recommended that consideration be given to the re-use of old county council IT equipment by care leavers, charities, etc.
- The Board supported the recommendation that the Executive Councillor for Highways, Transport and IT approves the Council's IMT High Level Strategy 2019-22.

**RESOLVED:**

1. That the Board supports the recommendation that the Executive Councillor for Highways, Transport and IT approves the Council's IMT High Level Strategy;

2. That the points raised in relation to the strategy, as listed above, be passed to the Executive Councillor in relation to this item.

#### 43 FORMATION OF A COMPANY FOR LEGAL SERVICES

Consideration was given to a report by the Chief Legal Officer, which invited the Board to consider a report regarding the formation of a company for Legal Services, which was due to be considered by the Executive on 08 May 2019.

The Chief Legal Officer explained that Legal Services Lincolnshire's (LSL) partner council's had started to explore the delivery of services through the creation of a private companies regulated by the Solicitors Regulation Authority. It was noted that under current regulation, LSL were not currently able to act on behalf of companies, which had been established by the partner councils. This had limited the work that they could provide for their partner council's.

LSL had identified that the creation of an alternative business structure (ABS) would overcome regulatory concerns and allow LSL to continue to provide services to partner council's through their private companies, without breach of regulation.

Members were invited to ask questions on the report. As part of the discussion, the following points were noted:

- Members sought assurance that the establishment of an ABS would not cause any disruption to existing services or impact the on-going delivery of current operations within Legal Services.
- Members highlighted the importance of continuing to promote LSL as a shared service between the County Council and district partners in addition to the creation of an ABS.
- The Board requested to receive an annual report on the activity of the proposed company to monitor activity.
- The Board endorsed the recommendation that the Executive approve the establishment of a company wholly owned by the County Council for the purpose of providing legal advice and services.
- It was recommended officers further consider and review the proposed 'Articles of Association', including the provision relating to consensus decision-making.
- It was also requested additional information on the final form of the company be presented to a future meeting of the Board.

RESOLVED:

1. That the Board supported the recommendation that the Executive approve the establishment of a company wholly owned by the County Council for the purpose of providing legal advice and services;
2. That the comments made, as listed above, be passed on to the Executive as part of the consideration of this item.

#### 44 PROCUREMENT STRATEGY

Consideration was given a report by the Chief Commercial Officer, which invited the Board to consider the proposed Procurement Strategy 2019-2022, which was due to be considered by the Executive on 08 May 2019.

The Chief Commercial Officer referred members to Appendix A of the Executive Report, which set out the strategies key principles.

- Members supported that the Council continue to promote opportunities for small and medium-sized enterprises (SMEs) to produce tender submissions that can be competitive in the Council's tender processes.
- The Board endorsed a focus on developing social and community benefits through the Procurement Strategy by developing apprenticeships, particularly for young people who are leaving care, while delivering contracted services.
- It was recommended that the Council prioritises developing a commercial collaboration approach by actively driving a culture change to joint commissioning and developing relationships with other public sector organisations in Lincolnshire to secure additional value for the benefit of the public sector.
- It was also recommended that the Council carry out an annual review of the success of the Procurement Strategy including any wider collaboration achieved, the benefits of category management and the community benefits secured.
- The Board supported the recommendation for the Executive to approve the Procurement Strategy 2019-2022.

RESOLVED:

1. That the Board support the recommendation for the Executive to approve the Procurement Strategy 2019-2022;
2. That the comments from the Board, as listed above, be passed to the Executive in relation to this item.

**45      OFFICE SUPPLIES**

Consideration was given to a report by the Chief Commercial Officer, which invited the Board to consider a report regarding Office Supplies, which was due to be considered by the Executive Director of Finance and Public Protection between the 07 May and the 03 June 2019.

The report proposed procuring a single contract using the Dartford Framework, which allowed a compliant direct award to be issued to a single supplier. It was proposed to award the contract to Banner, the Council's incumbent for office supplies.

Members were invited to discuss the report, in which the following points were noted:

- The Board recommended that Group Leaders considered options for promoting a shift towards paperless Committee meetings.
- The Board supported a recommendation to the Executive Director of Finance and Public Protection to procure a new contract for office supplies.
- The Board supported the recommendation that the contracts for paper and general office supplies should be amalgamated, and re-procured as one contract; and that the framework offered by Dartford Council met the Council's requirements.

RESOLVED:

1. That the Board support the recommendation to the Executive Director of Finance and Public Protection to procure a new contract for office supplies;
2. That the comments from the Board, as listed above, be passed on to the Executive Councillor in relation to this item.

**46      PERFORMANCE OF THE CORPORATE SUPPORT SERVICES  
CONTRACT**

Consideration was given to a report by the Serco Contract Manager, which provided an update of Serco's performance against contractual Key Performance Indicators (KPI's) specified in the Corporate Support Services Contract between October 2018 and February 2019.

The Serco Contract Manager outlined Serco's overall KPI summary performance, drawing attention to the fact that only one KPI had failed to meet the Minimum Service Level during this time.

Members were referred to the addendum report, which set out Serco's key performance indicators for March 2019, and it was noted that 2 KPI's had now been removed following success of the insourcing activity.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD**  
**25 APRIL 2019**

Amongst the highlights, it was noted that with regards to invoices process by Serco for LCC within the required payment period, there had been a record level of performance in December, and that Serco's performance had remained strong. Overall, officers were pleased with the progress that had been made.

Members were invited to ask questions on the report. As part of the discussion, the following points were noted:

- The Chairman was pleased to see that Serco's performance had continued to improve.
- The Chairman felt that scrutiny had had a positive impact on the progress made by Serco, and had encouraged standards to be maintained and enhanced.
- The Operations Manager (Serco) clarified that the reduction in the historical debt was a result of operational activity which had included high level of analysis of the aged debt. This had enabled officers to identify what the problems were in the cycle.
- Officers agreed to add an additional appendix to future reports which detailed successes in the reporting period.
- Members discussed whether there was a continued need for progress reports now targets were being continually achieved. It was agreed that this would be discussed in more detail when the item was next reported to the Board.
- The Chairman felt that there was a need to publicise the positive progress that Serco had made and said he would liaise with the Communications Team regarding a press release.

RESOLVED:

That the Board were satisfied with the performance of the Corporate Support Services Contract.

**47      ENERGY PROCUREMENT**

Consideration was given to a report by the Chief Commercial Officer, which invited the Board to consider a report regarding the council's arrangements for purchasing electricity, which was due to be considered by the Leader of the Council between the 06 May 2019 and the 20 May 2019.

The report proposed that the council sign up to the recently established ESPO Electricity framework October 2020 – September 2024.

The Chief Commercial Officer explained that the ESPO framework had the flexibility to buy green or brown energy for LCC. However, previous discussions within the Council had suggested that there were better ways of reducing consumption was a

## **OVERVIEW AND SCRUTINY MANAGEMENT BOARD 25 APRIL 2019**

better way of reducing the council's carbon emissions than purchasing green energy. There was the option to mix green and brown energy through the four-year period, subject to a minimum commitment of 12 months for either.

Members were invited to ask questions on the report. As part of the discussion, the following points were noted:

- The Board highlighted the importance of considering the ability for the Council to buy green or brown energy as part of the ESPO electricity framework and requested the Environment and Economy Scrutiny Committee consider the green or brown energy mix in more detail.
- Members also highlighted the need for the Council to consider switching to 100% green energy as part of the Council's local leadership role and carbon management responsibilities to promote renewable energy sources.
- Overview and Scrutiny Management Board supported a recommendation for the Leader of the Council to approve the Council procuring electricity through the recently established ESPO electricity framework, provided that the Environment and Economy Scrutiny Committee considered the issue of green and brown energy at the next available meeting of the committee.

### **RESOLVED:**

1. That the Board support the recommendation for the Leader of the Council to approve the Council procuring electricity through the recently established ESPO electricity framework October 2020 – 2024, subject to further consideration of the issue of green and brown energy by the Environment and Economy Scrutiny Committee;
2. That the comments made, as stated above, be passed on to the Leader of the Council as part of his consideration of this item.

## **48 PERFORMANCE REPORTING TO SCRUTINY COMMITTEES**

Consideration was given to a report by the Performance and Equalities Manager, which set out a proposed new arrangement of reporting performance against the Council Business Plan to scrutiny committees.

Members were informed that the proposal would remove the duplication that currently happens between Overview and Scrutiny Management Board and scrutiny committees, and address the concerns raised regarding the order of reporting.

The Performance and Equalities Manager set out five possible options for reporting the performance against the Council Business Plan to scrutiny committees. It was recommended that Members support option three, with the addition of relevant officers attending meetings of the relevant scrutiny committee as and when required to answer questions about performance.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD**  
**25 APRIL 2019**

Members were invited to ask questions on the report. As part of the discussion, the following points were noted:

- Members were supportive of adopting option 3.
- It was requested that the Board also received reports that celebrated success and included positive performance.
- The Head of Paid Service and Director of Children's Services explained that there was also a wider issue with what was reported to scrutiny committees, and this was something that was being investigated further.

RESOLVED:

1. That the Board approve option 3, with the addition of relevant officers attending meetings of the relevant scrutiny committee as and when required to answer questions, as the new arrangement of reporting performance against the Council Business Plan to scrutiny committees, to be implemented from Quarter 1 2019/20 Council Business Plan in August 2019.
2. That the Board invite officers, in conjunction with scrutiny committee chairs to explore the future content of performance and budget monitoring reports to scrutiny committees.

49     OVERVIEW AND SCRUTINY ANNUAL REPORT 2018-19

The Board received a report from the Head of Democratic Services and Statutory Scrutiny Officer, which invited members of the Board to consider the draft Overview and Scrutiny Annual Report for 2018-19.

It was agreed that the report be amended so that the 'Transitions' Scrutiny Panel be amended to say read 'Transitions from Young Children's to Adult's' Scrutiny Panel.

The Chairman thanked everybody who had contributed to the Annual Report.

Members were informed that the Annual Report would be submitted to the meeting of the County Council on 17 May 2019, for approval.

RESOLVED:

That the Board agree the submission of the Overview and Scrutiny Annual Report 2018-19 to the meeting of the County Council on 17 May 2019 for final approval, subject to the amendment agreed above.

50 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK  
PROGRAMME

The Head of Democratic Services and Statutory Scrutiny Officer presented the Boards prospective work programme.

It was noted that the report on the People Management and Workforce Plan would now be reported to the meeting scheduled for the 27 June 2019.

It was agreed that an update on the progress Brexit Working Group would be circulated to Members via email.

RESOLVED:

1. That the Board were satisfied with the proposed work programme;
2. That an update on the progress of the Brexit Working Group be circulated to Members via email.

The meeting closed at 12.35 pm

**Open Report on behalf of James Drury, Executive Director - Commercial**

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>30 May 2019</b>
Subject:	<b>Commissioning Strategies</b>

**Summary:**

This report invites the Overview and Scrutiny Management Board to consider a report on the Commissioning Strategies which will be considered by the Executive on 4 June 2019. The views of the Board will be reported to the Executive as part of its consideration of this item.

**Actions Required:**

The Overview and Scrutiny Management Board is invited to:

1. consider the attached report and determine whether the Board supports the recommendation(s) to the Executive as set out in the report.
2. agree any additional comments to be passed to the Executive in relation to this item.

**1. Background**

The Executive is due to consider a report on the Commissioning Strategies at its meeting on 4 June 2019. The full report to the Executive is attached at Appendix 1 to this report.

**2. Conclusion**

Following consideration of the attached report, the Board is requested to consider whether it supports the recommendation(s) in the report and whether it wishes to make any additional comments to the Executive. Comments from the Board will be reported to the Executive.

**3. Consultation**

**a) Have Risks and Impact Analysis been carried out?**

Yes

## **b) Risks and Impact Analysis**

See body of the report

## **4. Appendices**

These are listed below and attached at the back of the report	
Appendix 1	Report on Commissioning Strategies to be presented to the Executive at its meeting on 4 June 2019.

## **5. Background Papers**

No background papers (within the definition set out in Part VA of the Local Government Act 1972) were used in the preparation of this report.

This report was written by George Spiteri, who can be contacted on 01522 552120 or [george.spiteri@lincolnshire.gov.uk](mailto:george.spiteri@lincolnshire.gov.uk)

**Open Report on behalf of James Drury, Executive Director - Commercial**

Report to:	<b>Executive</b>
Date:	<b>04 June 2019</b>
Subject:	<b>Commissioning Strategies</b>
Decision Reference:	<b>I017457</b>
Key decision?	<b>Yes</b>

**Summary:**

On 3 July 2018 the Executive approved a number of commissioning strategies that had previously been considered by the relevant overview and scrutiny Committee. A request was made that a further report be submitted to the Executive on the six commissioning strategies, which at that time had yet to be considered by the relevant scrutiny committee.

Those six strategies have now all been considered by the appropriate overview and scrutiny committee. This report seeks approval from the Executive of the content of those commissioning strategies, as attached at Appendix A.

**Recommendation(s):**

That the Executive approve the content of the commissioning strategies for the following areas:-

- Specialist Adult Services
- Safeguarding Adults
- Carers
- Adult Frailty and Long Term Conditions
- Community Wellbeing
- Public Protection

each in the form of the relevant highlight report, attached at Appendix A.

**Alternatives Considered:**

- |    |   |
|----|---|
| 1. | Not to approve the Commissioning Strategies' content as set out in Appendix A |
|----|---|

### **Reasons for Recommendation:**

Increasingly the Council sees itself as a commissioner of services whether that is from in-house providers, external contractors, shared services or other similar arrangements. The view is that commissioning strategies will ensure:

- the better matching of need and improved services;
- the better development of services in accordance with priorities;
- better balance between tiers of services e.g. an increase in preventative services;
- increased causal connectivity between services and desired outcomes; and
- better engagement with service users, the market and commissioning partners.

Amendments can be made to the strategies if required.

## **1. Background**

1.1. Lincolnshire County Council is a commissioning council. Within the Business Plan we define our purpose to include commissioning for outcomes based on our communities' needs. The commissioning principles we work to are:

- Councillors are at the heart of shaping and making strategic decisions;
- Securing high quality evidence of needs in the context of political priorities and a consistent approach;
- We focus on the outcomes we are seeking to achieve;
- We commission with others where that would improve results;
- High quality support operates across the Council;
- Commissioners are ultimately accountable and in turn hold service providers to account.

1.2. Outcomes are the direct results or benefits for individuals, families, groups, communities, organisations, or systems and cover the issues that matter to people. National outcomes have been developed for Public Health and Adult Care.

1.3. The Council reports its performance against these, and outcomes it has chosen in the Business Plan. Examples include: people have a positive experience of care; reduce the risk of flooding; and children are safe and healthy.

1.4. In 2017 further work was undertaken to simplify commissioning and to review member involvement so that senior members had early sight of proposed outcomes, services and how they might best be delivered.

- 1.5. For ease and consistency a commissioning highlight report template was set out enabling each commissioning strategy to be summarised in a way which included the minimum requirements.
- 1.6. With regard to Executive member engagement the approach has been to make the most of informal consultation through a Commissioning Board allowing fuller and earlier engagement without imposing a significant additional resources burden. This is in addition to and not instead of the formal decision making required for example to go out on a procurement or to let a major contract.
- 1.7. On 3 July 2018 the Executive approved of a number of commissioning strategies that had considered by the relevant overview and scrutiny committee.
- 1.8. A request was made that a further report be brought to the Executive on those commissioning strategies which at that time had not been considered by the relevant overview and scrutiny committee.
- 1.9. The Commissioning and Commercial Board has now been consulted on all of the highlight reports for the 14 commissioning strategies. Further, all of those strategies have also been considered by the relevant overview and scrutiny committee.

## **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

It is not considered that the approval of the content of the commissioning strategies has any direct Equality Act implications. There may be differential impacts on groups with a protected characteristic arising out of specific projects and initiatives and these impacts will be reported to the Executive through the usual formal decision-making arrangements for those projects and initiatives.

#### 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 the JHWS as well as national outcomes frameworks have been taken into account in the development of the commissioning strategies. Regard will be had to the JSNA and JHWS in developing individual initiatives arising from the Commissioning.

#### 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.

Certain of the commissioning strategies especially those in the area of Public Protection, but also other areas have direct impacts and are designed to have direct impacts on the section 17 issues.

### **3. Conclusion**

The Executive is invited to approve the recommendations.

**4. Legal Comments:**

The Council has the power to adopt the contents of the commissioning strategies. The decision is consistent with the Policy Framework and within the remit of the Executive.

**5. Resource Comments:**

There are no additional budget implications arising from this report.

**6. Consultation**

**a) Has Local Member Been Consulted?**

Yes

**b) Has Executive Councillor Been Consulted?**

Yes

**c) Scrutiny Comments**

The proposals set out in this report will be considered by the Overview and Scrutiny Management Board on 30 May 2019 and the comments of the Board will be reported to the Executive at its meeting on 4 June 2019.

The strategies listed in Appendix A of this report were considered by the following overview and scrutiny committees on the dates listed:

<u>Commissioning Strategy</u>	<u>Date</u>	<u>Scrutiny Committee</u>
Specialist Adult Services	5 Sept 2018	Adults and Community Wellbeing Scrutiny Committee
Adult Safeguarding		
Carers	10 Oct 2018	
Adult Frailty, Long Term Conditions and Physical Disability		
Wellbeing		
Protecting the Public	12 Mar 2019	Public Protection and Communities Scrutiny Committee

In each case above, the overview and scrutiny committee considered the full commissioning strategy, in addition to the highlight report, set out in Appendix A to this report.

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

Yes

**e) Risks and Impact Analysis**

See the body of the report

**7. Appendices**

These are listed below and attached at the back of the report	
Appendix A	<p>Highlight Reports for the following Commissioning Strategies:-</p> <ul style="list-style-type: none"><li>• Specialist Adult Services</li><li>• Safeguarding Adults</li><li>• Carers</li><li>• Adult Frailty and Long Term Conditions</li><li>• Community Wellbeing</li><li>• Public Protection</li></ul> <p>(It also includes specific overview and scrutiny comments in each case.)</p>

**8. Background Papers**

No background papers (within the definition set out in Part VA of the Local Government Act 1972) were used in the preparation of this report.

This report was written by George Spiteri, who can be contacted on 01522 552120 or [george.spiteri@lincolnshire.gov.uk](mailto:george.spiteri@lincolnshire.gov.uk)

Specialist Adult Services Commissioning Highlight Report

Date: 05/09/2018

Commissioning/Delivery Strategy	<b>Specialist Adult Services</b>		
Sponsor	<b>Glen Garrod</b>	Commissioning Lead	<b>Justin Hackney</b>
Lead Officer (if applicable)	<b>N/A</b>	Stage: (delete as applicable)	Analyse, Plan, Do, Review

**Summary Description**

Specialist Adult Services lead on the commissioning of Adult Social Care (ASC) for adults with learning disability and/or autism aged 18+ and adults with mental health needs aged 18 to 64. For those service users who are eligible for ASC a care and support plan identifying the outcomes to be achieved will be developed alongside a personal budget to fund the care and support needed. The Council will commission services to meet the identified needs or alternatively the service user can choose to take the personal budget by direct payment and commission services and support directly. Key aims of our commissioning activities are to promote independence and control for service users, keeping them safe from harm whilst also delivering value for money in the services that are commissioned.

The majority of services commissioned are done so via joint commissioning arrangements. Joint commissioning arrangements are facilitated via two Section 75 agreements one with Lincolnshire Clinical Commissioning Groups for Learning Disability services and the second with LPFT for Mental Health services. This allows the costs associated with commissioning services and assessments to be shared across agencies and for service users to benefit from more joined up provision with reduced "system" duplication. There are also a number of related joint commissioning strategies including the Lincolnshire Transforming Care Plan and the Lincolnshire All Age Autism Strategy. The Specialist Adult Services Joint Delivery Board are currently overseeing a review of Lincolnshire's Mental Health Strategy.

Key challenges faced by commissioners are a projected growth in the volume and complexity of needs of eligible service users, reducing spare capacity in the residential, nursing and community services markets, ongoing price increases in provider cost bases linked to the National Living Wage consolidated by recruitment and retention difficulties in some key professional groups including Nursing and some of the care sectors. These conditions potentially impact on both the quality and cost of care. Key opportunities for sustaining outcomes and VFM include a continuation of joint commissioning arrangements, maintaining or increasing the use of direct payments, a review of Residential Care expected costs, the further development of the community services market including growth in shared lives provision and affordable housing options. There is the potential to utilise capital investment to reduce future revenue costs as well as building additional capacity in the market.

<p><b>How have the "Needs" been established and agreed</b></p> <p><b>JSNA:</b> The JSNA includes a chapter on Learning Disability, Mental Health and for the first time now also includes one on the topic of Autism. Gaps in needs and commissioning priorities are identified within the JSNA.</p> <p><b>Specific Needs Assessment Activities :</b> In addition to the JSNA specific needs assessment have also been completed with the support of public health for both Learning Disability and Mental Health services.</p> <p><b>Joint Commissioning Arrangements:</b> Joint commissioning priorities have been identified via respective joint commissioning governance arrangements including the Joint Commissioning Board and the Specialist Adult Services Joint Delivery Board.</p> <p><b>Engagement activity with Service Users and Carers:</b> Specific workshops have been held with service users and carers to identify the priority outcomes they which to achieve.</p>	<p><b>What are the agreed "Outcomes"</b></p> <ul style="list-style-type: none"> <li>• Maintain or improve Health and Wellbeing;</li> <li>• Enhanced quality of life and care for people with learning disability, autism and or mental illness</li> <li>• Maintained or improved levels of Independence and control;</li> <li>• Parity of Esteem – In particular reduced inequality of life expectancy;</li> <li>• People have a positive experience of care;</li> <li>• Improved Transition to Adulthood;</li> <li>• Employment and vocational opportunities;</li> <li>• Increased affordable housing options within the community;</li> <li>• Friendships and self-care opportunities facilitated via community capacity building;</li> <li>• Improved access to universal support including reduced need for transport.</li> </ul>	<p><b>How is success measured?</b></p>		
		<p>No of Measures</p>	<p>Targets/ Measures</p>	<p>Of the Targeted measures</p>
		<p>5</p>	<p>5 targeted</p>	<p>5 achieving the target</p>
		<p>Information on performance for quarter 3 2018/19 is set out below.</p>		

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
LD - Residential Care	Consolidated with 10 prime providers	Expected Costs reviewed every three years	2017/2018	Y	Majority Good	Ongoing contract management arrangements in place	Mixed	Independent	Y
LD - Community Supported Living	Consolidated with 10 prime providers	5 years	2019/2020	Y	Majority Good	Ongoing contract management arrangements in place	Mixed	Independent	Y
LD - Direct Payments	Service User commissions services directly	N/A	Annual Review	N/A	N/A	N/A	N/A	N/A	Y
LD – External Day Care	Multiple providers	Spot contracts	2017/2018	N	Average	Targeted Contract Management	Mixed	Independent	Y
LPFT Section 75 Agreement	Lincolnshire Partnership NHS Foundation Trust	3 to 5 years	2019/20	Y	Average with elements of good	Ongoing contract management arrangements in place	Mixed	Independent	Partially

**Existing Pooled Budget/Co-commissioning arrangements (if any)**

- Existing Pooled budget with risk share arrangement for Learning Disability Services with the 4 Lincolnshire Clinical Commissioning Groups;
- Lincolnshire's Transforming Care Plan
- Lincolnshire's All Age Autism Strategy
- Existing section 75 budget with risk share arrangements with LPFT for Adult Mental Health Services;
- Specialist Adult Services Joint Delivery Board
- Learning Disability and Autism Partnership Boards.

**Property Implications (if any)**

- Some historical properties currently managed directly by Adult Care being reviewed and transferred to corporate property portfolio;
- Modernisation of In-House services almost complete with replacement for Grantham being key priority
- Potential opportunity for capital investment in Residential/ Community Living Options that would reduce future revenue costs and address shortages in market supply

**Commercial opportunities (if any)**

- Opportunity to include Remaining In-House Day Services within a Trading Arm of LCC;
- Opportunity to include re-provision of Shared Lives Scheme within LCC Trading Arm.

**Commissioners Comments**

Completed by:

**Status (RAG)**

Red Amber Green

**Conclusions from Adults and Community Wellbeing Scrutiny Committee – 5 September 2018**

An expert by experience attended the meeting and provided first-hand information on the services provided as part of this strategy.

The Committee agreed to provide the following feedback for the Executive:

- The Committee stressed the importance of annual NHS/GP health checks for people with learning disabilities.
- The Committee suggested that consideration should be given to the new operating model for in house day services
- Support for strengthening the specification of residential care as part of the contract re-provision, possibly to address issues such as providing a stimulating routine for residents.
- The Committee recommended wider community engagement on changes to provision.

The Committee also requested a brief annual report or position statement on this strategy.

## Quarter 3 2018/19 Performance Information



### Specialist Adult Services

The purpose of this commissioning strategy is to improve the wellbeing of adults with learning disability, autism and/or mental health needs with sustainable resources.

[Show performance](#)

Enhanced quality of life and care for people with learning disability, autism, and or mental illness



## Safeguarding Adults Commissioning Highlight Report

Date: 05/09/2018

Commissioning/Delivery	<b>Safeguarding Adults</b>		
Sponsor	<b>Glen Garrod</b>	Commissioning	<b>Justin Hackney</b>
Lead Officer (if applicable)	<b>County Manager Adult Safeguarding (post</b>	Stage:	Analyse, Plan, Do, Review

### Summary Description

The Adult Safeguarding commissioning strategy covers 4 key areas of Adult safeguarding activity as follows. The Lincolnshire Safeguarding Adults Board (LSAB) which is the statutory multi-agency arrangement required to safeguard vulnerable adults. The LSAB also co-ordinates Serious Adult Reviews. The Adult Safeguarding Team who co-ordinate the response to Adult Safeguarding referrals, facilitate Section 42 enquiries and adult protection plans as well as contributing to wider multi-agency safeguarding boards and arrangements. The Deprivation of Liberty Safeguard Team (DOLS) that consider and (where appropriate) authorise the Deprivation of Liberty for Adults. The Emergency Duty Team (EDT) who provide a social care response at times when the main service is not available (i.e. evening, night, weekends and bank holidays) as well as the out of hours Approved Mental Health Professional (AMHP) assessment service. The majority of these services are fulfilled via in-house teams with the exception of some services commissioned from Lincolnshire Partnership NHS Foundation Trust (LPFT) as detailed below.

Key challenges relate to an increase in Adult Safeguarding referrals and section 42 enquiries since the implementation of the Care Act 2015 and a requirement for wider multi-agency working in response to a number of emerging national contemporary safeguarding agenda's e.g. Modern Day Slavery, Hoarding and Cyber Security. A need to continue to restate the statutory role of the local authority in safeguarding adults and re-enforcing with all partners that Safeguarding Adults is everyone's responsibility. Another key challenge is the significant increase in DOL's applications in response to the Cheshire West case law judgement which has resulted in a backlog of application in all local authority areas requiring a risk management based response.

In addition to the existing Adult Safeguarding commissioning strategy the LSAB also has a multi-agency Adult Safeguarding Strategy and an annual plan with agreed priorities. Two of the LSAB key priorities that also have particular relevance to the Adult Care Safeguarding activity and offer opportunities for improved demand management are Making Safeguarding Personal (MSP) and developing a Lincolnshire Safeguarding Prevention Strategy which is a cross cutting initiative with the LSAB is leading on behalf of LSAB, LSCB and the Community Safety Partnership.

<p><b>How have the "Needs" been established and agreed</b> (include engagement activities)</p> <p><b>The Care Act 2015 and related statutory guidance:</b> sets out the statutory responsibilities for the local authority and our partners in relation to safeguarding Adults.</p> <p><b>JSNA:</b> The JSNA includes a topic area on Safeguarding and identifies key priorities.</p> <p><b>LSAB:</b> Safeguarding priorities have been identified with the LSAB and via other multi-agency safeguarding arrangements.</p>	<p><b>What are the agreed "Outcomes"</b></p> <ul style="list-style-type: none"> <li>Safeguarding adults with care and support needs, protecting them from avoidable harm and acting in their best interests where they lack capacity.</li> <li>Authorising Deprivation of Liberties where this is in their Best Interests.</li> <li>Ensuring people are asked what outcomes they want to achieve and respecting the right for Adults to make unwise decisions.</li> <li>Where ever possible preventing the demand for Safeguarding referral and associated interventions.</li> </ul>	<b>How is success measured?</b>		
		<b>No. of measures</b>	<b>Targeted/measured ?</b>	<b>Of the targeted measures:</b>
		3	3 Targeted	- 2 achieving the target -1 not achieving the target
Information on performance for quarter 3 2018/19 is set out below.				

#### Key Contracts (>£1m or those of a politically sensitive nature)

Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave /Poor)	Corrective measures (if needed)	Payment Terms (Arrears/ Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Best Interest Assessments (DOL's)	LPFT via Section 75	3 to 5 years	2019/2020	Y	Good	Regular contract management in place	Arrears	Independent	Y

**Existing Pooled Budget/Co-commissioning arrangements (if any)**

- Lincolnshire Safeguarding Adults Board (LSAB) – Facilitated through annual funding of £40k per lead agency including LCC, Lincolnshire Police and Lincolnshire Clinical Commissioning Groups.

**Property Implications (if any)**

- N/A

**Commercial opportunities (if any)**

- N/A

**Commissioners Comments**

Completed by:

**Status (RAG)**

*Supporting comment if Red or Amber*

**Red Amber Green**

**Conclusions from Adults and Community Wellbeing Scrutiny Committee – 5 September 2018**

The Committee stressed the importance of the following items within the commissioning strategy:

- Making Safeguarding Personal
- Improving new ways of working
- Continuing the evaluation of safeguarding
- Continuing the inclusion of early intervention and prevention within safeguarding practices

The Committee concluded that there had been significant improvements in the last few years.

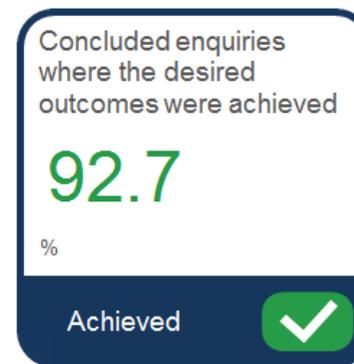
## Quarter 3 2018/19 Performance Information

 **Safeguarding Adults**

The purpose of this commissioning strategy is that vulnerable adults' rights are protected so that everyone can live safely and free from abuse and neglect.

[Show performance](#)

Safeguarding adults whose circumstances make them vulnerable, protecting them from avoidable harm and acting in their best interests where they lack capacity



Making Safeguarding Personal

Commissioning/Delivery Strategy	<b>Carers</b>		
Sponsor	<b>Glen Garrod</b>	Commissioning	<b>Semantha Neal</b>
Lead Officer (if applicable)	<b>Emma Krasinska</b>	Stage:	<b>Do, Review</b>

### Summary Description

To support the increasingly complex needs of unpaid family carers of all ages. This includes young adult carers and people looking after relatives with a very wide range of conditions, including dementia, mental ill-health, physical disabilities and long term conditions, learning disability, autism, palliative and end of life care and substance misuse. It includes young carers and parent carers.

Our overarching aim is to ensure that people who find themselves in a caring role, whatever their age, are identified *early*, get information, advice and help as soon as possible in their caring journey to enable them to maintain a balanced quality of life and be able to look after their own health and wellbeing.

**How have the "Needs" been established and agreed** (include engagement activities)

- Carers needs were consulted upon extensively during the preparation of the Joint Carers Strategy 2014-18.
- Carers designed their own key outcomes within the above public facing strategy, which drive operational and strategic service provision.
- A Strategic Needs Analysis was carried out to inform the Carers Commissioning Strategy 2016-18. This included carer voice, service & performance data, service reviews & quality assurance. This resulted in the four overarching themes of **Early Help, Collaboration, Assurance & Workforce Development** to improve support for carers, captured in an annual Delivery Plan.
- In 2017, after a co-production workshop with carers, **Collaboration, Assurance & Workforce Development** to improve support for carers, captured in an annual Delivery Plan.
- In 2017, after a co-production workshop with carers and stakeholders, the Carers topics of the Joint Strategic Needs Assessment was completely rewritten, to build a sound evidence base of carer needs from national research as well as local voice.

**What are the agreed "Outcomes" - nationally set. National Integrated Outcomes Framework:**  
**Adult Care**

- Carers can balance their caring roles and maintain their desired quality of life
- People (including carers) are able to find employment when they want, maintain a family and social life and contribute to community life, and avoid loneliness or isolation
- People who use social care and their carers are satisfied with their experience of care and support services
- Carers feel that they are respected as equal partners throughout the care process
- People (including carers) know what choices are available to them locally, what they are entitled to, and who to contact when they need help

**NHS**

- Enhancing (health related) quality of life for carers (caring for people with long term conditions)
- Improving people's experiences of integrated care

**Public Health**

- Improving the wider determinants of health: reducing social isolation and improving social connectedness.

**How is success measured?**

No. of measures	Targeted/ measured ?	Of the targeted measures:
4	4 Targeted	- 3 Achieving or exceeding the target - 1 Not Achieving the target

For information on quarter 3 performance, please see below.

For information about performance in relation to targets for Q3 2018/19 please see **Appendix A**.

Governance is provided through the Carers Commissioning Strategy Steering Group: Lead Commissioners, Children's services, Commercial Services, Quality Assurance, Performance; and Providers: Carers FIRST & SERCO, and Every-One

Separate bi-monthly Joint Quality Assurance & Carers Performance Meetings report to the Steering Group.

6 weekly practice focused Joint Quality Assurance & Performance meeting with representatives from Serco, Carers FIRST, Commissioners, Adult Care Quality Assurance and Lead Professional teams.

The providers are required to report on their Performance, on a quarterly basis as part of Commercial Services contract & grant management arrangements. This includes Performance Indicators and a narrative report, proportionate to the level of the contract or grant.

In addition, the Commissioning Team conduct an annual service review, allowing a deeper dive into operational issues of practice & process, looking at service quality (safe, positive and effective) and recommending service improvements.

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective Measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Lincolnshire Carers Service: community based statutory support for adult carers: assessment, range of support; lead strategic partner & all age carer engagement	Carers FIRST	3+	May 2018	Y	Good		Arrears	Yes	Y
Care and Wellbeing Hub at Customer Service Centre (CSC) : first point of contact for the Lincolnshire Carers Service, telephone based statutory support and Carers Emergency Response Service	Serco (CSC)	Permanent budget transfers from Adult Care during 2006-09 and 2015	tbc	Y	Good	Action Plan following service review in Sept 16		Yes	Y

#### Existing Pooled Budget/Co-commissioning arrangements (if any)

The Better Care Fund (BCF) will fund Lincolnshire- based organisation Every-One, in the form of a grant, in order to further expand the success of the Carers Quality Award. Total value: £231,875 Duration: 30 September 2017- 31 March 2020.

The Better Care Fund will also fund Carers FIRST, in the form of a contract variation, to deliver new projects to better support carers in the domains of employment, providing early help, information and advice through pharmacies, and to improve early identification and early help through primary care, Neighbourhood teams and Community hospitals. Total value £ 1,161,091 Duration: 30 September 2017- 31 March 2020.

The "Dementia Family Support Service" (details within Adult Frailty and Long Term Conditions Commissioning Strategy) is co-commissioned, part funded by NHS funding for carers. The service was jointly commissioned by Adult Care Frailty & Long Term Conditions and Carers. Young Carers – Support for young carers is now delivered within the Early Help arrangements for Children's Services, LCC, enabled by a permanent budget transfer from Adult Care to Children's Services.

#### Property Implications (if any)

- Carers FIRST rent private office accommodation as an administrative base in Grantham.
- The service makes full use of LCC Touchdown Points or hot desking with fellow voluntary & community organisations across the county.
- Carers FIRST are also based in acute hospitals (Lincoln, Boston, Grantham) and have service links with Peterborough Hospital

**Commercial Opportunities (if any)****Commissioners Comments**

Completed by: Emma Krasinska and Jane Mason

**Status (RAG)****Conclusions from Adults and Community Wellbeing Scrutiny Committee – 10 October 2018**

The Adults and Community Wellbeing Scrutiny Committee was advised that caring for someone did not need to be a full time role, although in a lot of cases it would be. The Committee supported any activity which supported carers accessing employment, where they wished to do so.

The Committee supported the fact that the strategy covered all ages, with support for young carers being provided through the early help service which included working with schools to help them to identify and provide support for carers in schools.

The Committee also supported the fact that there were strong links with the housing sector and district councils in relation to housing support for carers.

The Committee looked forward to the creation of a carers portal where carers would be able to connect with each other.

## Quarter 3 2018/19 Performance Information



### Carers

The purpose of this commissioning strategy is to help carers build resilience in their caring role and to prevent young carers from taking on inappropriate caring roles, protecting them from harm. Carers should have appropriate access to support which enables them to improve their quality of life and help prevent crisis

[Show performance](#)

Carers feel valued and respected and able to maintain their caring roles

Carers included or consulted in discussion about the person they care for

**66.7**

%

Achieved



Carers supported in the last 12 months

**1,719**

Rate per 100,000 population

Achieved



Carers who said they had as much social contact as they would like

**33.2**

%

Not achieved



Carers who have received a review of their needs

**84.8**

%

Achieved



Commissioning/Delivery Strategy	<b>Adult Frailty and Long Term Conditions (AF&amp;LTC)</b>		
Sponsor	<b>Glen Garrod</b>	Commissioning Lead	<b>Carolyn Nice</b>
Lead Officer (if applicable)	<b>Wendy Ramsay</b>	Stage: (delete as applicable)	<b>Analyse, Plan, Do, Review</b>

## Summary Description

The summary and intentions for this service have been outlined in the published Adult Frailty and Long Term Conditions Commissioning Strategy 2016-19. In summary, the strategy and associated activities support people with eligible needs as outlined by the Care Act 2014. The customer groups supported by this strategy are Older People, People with Physical Disabilities and People with Sensory Impairments. The service provides an assessment and review function of people's care needs for these customer groups and then ensures commissioned services or direct payments are made available to meet those needs appropriately. The arrangements ensure the Council is able to support in excess of 11,000 local people and their carers.

Page 37

## How have the "Needs" been established and agreed (include engagement activities)

- Commissioning strategy consulted on in 2016 with user groups and other stakeholders
- Lead on development of Joint Strategic Needs Assessment topics for physical disabilities and sensory impairment, dementia and long term conditions
- Peer review of the service through sector body ADASS in 2016
- Quality assurance and contract management of commissioned services
- Annual service user survey of customer experience, service specific user surveys – ie Homecare
- Independent rate reviews of residential services undertaken every 3 years.
- Ongoing engagement with executive and scrutiny members
- Specific engagement with public, user and carer groups around key policies and process – non- residential contributions, direct payments, prepaid cards

## What are the agreed "Outcomes"

The outcomes agreed and set out in the AF&LTC Commissioning strategy are as follow:

- Delay and reduce the need for care and support
- Enhance the quality of life for people with care and support needs
- Ensure that people have a positive experience of care and support

## How is success measured?

No. of measures	Targeted/ measured ?	Of the targeted measures:
6	- 6 Targeted	- 4 Achieving or exceeding the target - 1 Not Achieving the target - 1 new measure to be reported on in Q4 2018/19

For information on quarter 3 performance, please see below.

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective Measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Home Based Reablement Service	Nestor Primecare Services t/a Allied Healthcare	Contract start – 03/11/15 Contract end – 02/11/18	03/11/17	Y	Good	Financial penalties (& incentives) set out in the contract	Arrears-Monthly	Y	Y
Community Support Homecare Contracts	12 x Provider Contracts	Contract start – 26/09/15 Contract end – 26/09/18	26/09/17	Y	Varies per contract	Financial penalties, default, termination	Arrears-Monthly	Y	Y
Residential Care Contracts	315 x Provider Contracts	Contract start – 01/04/15 Contract end 31/03/18	Currently under review	Y	Varies per contract	Financial penalties, default, suspension, termination	2 weeks advance, 2 weeks arrears	Y	Y
Joint commissioned step up and step down block beds with LCHS across 24 providers	Round 1 Block Round 2 Block	Three years from 08/08/16 08/08/17 with an option of +1 +1	08/08/19	N	Good	Default, suspension, termination, withholding payment	Arrears	N	Yes
Lincolnshire Sensory Impairment Services	Action for Hearing Loss	Contract start – 01/04/16 Contract end – 31/03/19 (contract extensions available 1 + 1 years)	31/03/18	Y	Average	Financial penalties in the form of service credits as set out in the contract	Arrears - monthly	Performance driven and independent	Y
Dementia Family Support Service. Community based support post diagnosis and hospital in-reach for families living with dementia	Alzheimer's Society	3 years	October 2017	Y	Average	Action Plan following service review in May 17	Arrears	Yes	No

**Existing Pooled Budget/Co-commissioning arrangements (if any)**

The "Dementia Family Support Service" (details above) is co-commissioned, part funded by NHS funding for carers. In addition there are jointly commissioned block bed contracts (details above) with LCHS to increase user/system access to step up/down support.

**Property Implications (if any)**

Stamford Day Centre, LCC operated social provision for Older people is subject to development plans and investment to modernise, resource has already been made available for this project and it is underway.

**Commercial Opportunities (if any)**

**Commissioners Comments**

Completed by: Wendy Ramsay, Adult Frailty and Long Term Conditions Programme Manager (interim)

**Status (RAG)**

**Green**

**Conclusions from Adults and Community Wellbeing Scrutiny Committee – 10 October 2018**

The Adults and Community Wellbeing Scrutiny Committee was advised that work was underway with the Director of Public Health and the Assistant Director Specialist Adult Services on how the authority could make better use of its assets (buildings).

The Committee was also advised that there were very few homes suitable for people with disabilities, and so it was essential that the Commissioning Strategy linked in with housing. However, it was acknowledged that there were some people whose physical disabilities were so complex that they would need specialist care.

Rurality was key factor as the cost of getting into town if there were no or limited bus services could be prohibitive for some people. It was noted that in Somerset, micro commissioning of services was taking place, which enabled a few people to get together to jointly commission a service. There was a need to look at how the authority could help people to be more creative.

The Committee suggested more digital engagement as well as the promotion of self-care and supporting people to remain independent for as long as possible. There was a need for more creative options to ensure people remained independent, for example it was commented that in Cambridgeshire, supermarkets were sponsoring buses to pick people up so they could do their shopping.

## Quarter 3 2018/19 Performance Information



### Adult frailty, long term conditions and physical disability

The purpose of this commissioning strategy is to outline the local authority's intentions in Adult Care Commissioning for Adult Frailty and Long Term Conditions across Lincolnshire. The key commissioning intentions focus on supporting people to live in their own homes for as long as they wish by developing high quality, personalised services that are flexible, responsive, and give people choice and control over how their care and support is provided.

[Show performance](#)

Delay and reduce the need for care and support



Page 40

Ensure that people have a positive experience of care and support



Enhance the quality of life for people with care and support needs



Commissioning/Delivery	<b>Community Wellbeing</b>		
Sponsor	<b>Glen Garrod</b>	Commissioning Lead	<b>Derek Ward</b>
Lead Officer (if applicable)	<b>Robin Bellamy</b>	Stage:	<b>Analyse, Plan, Do, Review</b>

### Summary Description

The Community Wellbeing Commissioning Strategy seeks to ensure that people living and working in Lincolnshire lead long, healthy and happy lives by improving and protecting the health of the population whilst reducing inequalities. The Community Wellbeing Commissioning Strategy covers services mandated by the Public Health regulations of the Health and Social Care Act 2012, mandated services under the Care Act 2014, other non-mandated functions within the Health and Social Care Act 2012 and the wider community wellbeing commissioning priorities of the Council.

To achieve this we are committed to:

- Working with our partners, providers and the public to understand the needs of people living and working in Lincolnshire and the ability and capacity of our providers and partners to meet those needs;
- Involve our customers in the development of public health in Lincolnshire by adopting a co-production approach whilst being clear and explicit about what we can and cannot do for them;
- Improve outcomes for individuals by developing an overarching performance framework based on outcomes and manage everything we do through a clear and transparent set of operating procedures.

In order to achieve the purpose of the strategy we will take different approaches to different issues. In some cases we will want to buy specific, good value for money services for local people to help them overcome specific problems. In other cases we will want to influence other organisations and local people to do things that are good for community wellbeing like advising the NHS on what services local people need. Finally, we will work with other agencies which have a responsibility to protect people from diseases like cancer, environmental and biological hazards and emergencies to assure ourselves that their work is effective.

<b>How have the "Needs" been established and agreed</b> (include engagement activities)  Customer, patient, service user and stakeholder views have been critical in commissioning these services from the needs analysis phase through to the procurement stages of commissioning. This feedback along with the needs analysis which has been completed in support of our commissioning work can be found at <a href="http://www.research-lincs.org.uk/joint-strategic-needs-assessment.aspx">http://www.research-lincs.org.uk/joint-strategic-needs-assessment.aspx</a>	<b>What are the agreed "Outcomes"</b> <ul style="list-style-type: none"> <li>• People are supported to lead healthier lifestyles</li> <li>• People are able to live life to the full and maximise their independence</li> <li>• Peoples health and wellbeing is protected</li> <li>• Work with others to promote community wellbeing.</li> </ul>	<b>How is success measured?</b>		
		<b>No. of measures</b>	<b>Targeted/ measured ?</b>	<b>Of the targeted measures:</b>
		8	8 Targeted	- 3 Achieving or exceeding the target - 5 Not Achieving the target
				For information on quarter 3 performance, please see below.

**Key Contracts (>£1m or those of a politically sensitive nature)**

Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective Measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Lincs Community Alcohol & Drug Treatment	Addaction	5 years (2 year extension)	5 year end date: 30/09/2021	Y	Good	Yes (Service Credits at 20% of contract value)	Arrears		N
Wellbeing Service	NKDC, ELDC, LILP	4 years (ending on 31/3/18)	Currently being re-commissioned	Y	Ave	Not currently	Arrears		N
Lincolnshire Integrated Sexual Health Service (LISH)	LCHS	5 years (2 year extension)	5 year end date: 31/03/2021	Y	Ave	Yes (Service Credits at 10% of contract value)	Arrears		N
Housing Related Support Services	Various	3 years (2 year extension)	3 year end date: 30/06/2018	Y	Good	Yes (Service Credits at 10% of contract value)	Arrears		N
Domestic Abuse Floating Support Services	Various	4 ½ years (ending on 31/3/18)	Currently being re-commissioned	N	Good	None	Arrears		N

**Key Contracts (>£1m or those of a politically sensitive nature)**

Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective Measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Stop Smoking Services	North 51 Ltd	2 years 3 months (1 year extension)	Contract end date: 31/03/2018	Y	Good	Yes (Service Credits)	Arrears		N
Healthwatch	Healthwatch Lincolnshire	Grant Aid Agreement (5 years ending 31/03/18)	Currently being re-commissioned	N	Good	None	Arrears		N
Integrated Community Equipment Services	NRS	5 years (2 year extension)		Y	Good	Yes (Service Credits)	Arrears		Y
Falls Prevention (Review and Development)	Not yet commissioned?	2 years							

**Existing Pooled Budget/Co-commissioning arrangements (if any)**

- A section 75 agreement is in place with NHS England covering the commissioning of HIV treatment and care services which are provided through the Council's contract for the provision of integrated sexual health services in the county. The value of this is £1,267,617.
- A social impact bond is currently being delivered by the LCC commissioned Housing Related Support provider delivering the floating support contract in Lincolnshire. This is fully funded by DCLG and payment is linked to outcomes achieved for entrenched rough sleepers within the service (estimated total value is £1.3m). The Council's housing related support contract has been varied to accommodate this service.
- LCC currently commission mental health crisis housing as part of the housing related support contracts. These contracts are fully funded by West Lincolnshire CCG and the money is transferred across to LCC at a value of £491,368.
- A Section 75 agreement is in place for the delivery of the Integrated Community Equipment Service, the NHS in Lincolnshire contributes £3,132,000 (54%) towards the overall budget for the ICES contract of £5,800,000.

**Property Implications (if any)**

None identified.

**Commercial Opportunities (if any)**

All procurement and contract management for this commissioning strategy is now undertaken by Commercial Services – People Services, in common with all strategies led by Adult Care and Community Wellbeing. This approach makes sure that we continually explore all commercial options and opportunities within these services.

<b>Commissioners Comments</b>	
Completed by: David Stacey	<b>Status (RAG)</b>
	<b>Green</b>

<b>Conclusions from Adults and Community Wellbeing Scrutiny Committee – 10 October 2018</b>
<p>The Adults and Community Wellbeing Scrutiny Committee agreed for the following feedback to be provided to the Executive:</p> <ul style="list-style-type: none"> <li>• There were benefits of engaging with district councils, businesses and others to support various approaches to wellbeing.</li> <li>• It was important to make use of the County Council's assets, as part of a mixed economy supporting healthy lifestyles and behaviours.</li> <li>• Creativity around charging policies to encourage take up</li> <li>• The importance of community groups to develop and support healthy activities could not be underestimated.</li> </ul>

# Quarter 3 2018/19 Performance Information



## Wellbeing

The purpose of this strategy is to improve the health and wellbeing of people in Lincolnshire. We think this can be best achieved when people are supported to be independent, make healthier choices and live healthier lives.

[Show performance](#)

People are supported to live healthier lifestyles

Work with others to promote community wellbeing

Percentage of alcohol users that left specialist treatment successfully

33.7

%

Not achieved



People supported to successfully quit smoking

1,024

people

Not achieved



Number of frontline staff and volunteers trained in Making Every Contact

662

staff and volunteers trained

Not achieved



People aged 40 to 74 offered and received an NHS health check

61.4

% of people

Achieved



Chlamydia diagnoses

1,955

Per 100,000 15-24 year olds

Not achieved



People supported to improve their outcomes

97

%

Achieved



People supported to maintain their accommodation

84

%

Not achieved



Emergency and urgent deliveries and collections completed

99

%

Achieved



Commissioning/Delivery Strategy	<b>DRAFT Public Protection-(Not including Fire)</b>		
Sponsor	<b>Pete Moore</b>	Commissioning Lead	<b>Chris Davison</b>
Lead Officer (if applicable)	n/a	Stage: DRAFT Plan	<b>Analyse, Plan, Do, Review</b>

**Summary Description**

The business of Public Protection focusses on keeping our communities safe and making them feel safe and secure. This cuts across a number of themes in safeguarding and wellbeing. One of the key themes within the Public Protection commissioning strategy is bringing partners together by influencing and co-ordinating collaborative efforts to contribute to the safety of Lincolnshire. This activity cuts across both internal LCC services such as Trading Standards, Community Safety, Registration/Coroners, Highways, Children's and Adults and external partners such as the PCC, Police, Districts and Probation. This strategy has many interdependencies that are in the main managed through statutory boards such as the LCSP, LASB, LCSB and LRSP.

Page 46

<p><b>How have the "Needs" been established and agreed</b> (include engagement activities)</p> <ul style="list-style-type: none"> <li>The LCSP conducted a recent survey (November 2016) to understand the feelings of the community and to support the strategic priority setting looking ahead.</li> <li>Analytical work is undertaken to assess outcomes and current issues</li> <li>LCC is currently reviewing needs on behalf of the LCSP</li> <li>Survivor feedback is sought from victims of DA who have both used the services in Lincolnshire and many who haven't</li> <li>Link with other engagement channels such as the PCC and national crime surveys</li> <li>Trading Standards carry out local Strategic Threat assessment and take note of national and regional versions</li> <li>LRSP use analysis of collision and accident data</li> </ul>	<p><b>What are the agreed "Outcomes"</b></p> <ul style="list-style-type: none"> <li>The public are protected from unsafe and dangerous goods</li> <li>Vulnerable repeat victims of scams are protected</li> <li>Improve public safety by reduction in alcohol and drugs misuse, inc. alcohol fuelled violence and anti-social behaviour, young people and drug misuse.</li> <li>Increase public confidence in how we tackle domestic abuse.</li> <li>Reduce the number of people killed or seriously injured on Lincolnshire's roads</li> <li>Reduce adult reoffending</li> <li>Reduce the number of young people committing a crime</li> <li>Reduce young people entering criminal justice system</li> <li>Ensure routes to integrity of citizenship, nationality and prevent sham marriage</li> <li>Ensure integrity of death investigation by Coroners and to support the prevention of further deaths</li> </ul>	<p><b>How is success measured?</b> Success is measured on performance against the Council Business Plan measures.</p>										
		<table border="1"> <thead> <tr> <th>No. of measures</th> <th>Targeted/ measured ?</th> <th>Of the targeted measures:</th> </tr> </thead> <tbody> <tr> <td rowspan="2">17</td> <td>11 Targeted</td> <td>- 8 Achieving or exceeding the target</td> </tr> <tr> <td>6 Measured</td> <td>- 3 Not Achieving the target</td> </tr> </tbody> </table>	No. of measures	Targeted/ measured ?	Of the targeted measures:	17	11 Targeted	- 8 Achieving or exceeding the target	6 Measured	- 3 Not Achieving the target		
		No. of measures	Targeted/ measured ?	Of the targeted measures:								
17	11 Targeted	- 8 Achieving or exceeding the target										
	6 Measured	- 3 Not Achieving the target										
<p>For information on quarter 3 performance, please see below.</p>												

**Key Contracts (>£1m or those of a politically sensitive nature)**

<b>Service Contracted</b>	<b>Provider</b>	<b>Duration</b>	<b>Review Date</b>	<b>Contract KPI's (Y/N)</b>	<b>Performance (Good/Ave/Poor)</b>	<b>Corrective Measures (if needed)</b>	<b>Payment Terms (Arrears/Advance)</b>	<b>Performance Driven / Independent?</b>	<b>Volume Sensitive (Y/N)?</b>
Trading Standards	LCC	ongoing							
Domestic Abuse Outreach Services-Standard and Medium risk victims including children	WLDAS, NCHA, Boston Mayflower	Current end Mar18	In process	Y	Good	none	Q in arrears		N
IDVA – Independent Domestic Violence Advisor (support offered to high risk cases in MARAC process)	Safer Communities LCC	Current end Mar18	In process	Y	Good	none	Q in arrears		N
Assisting Rehabilitation through Collaboration (ARC) Co-ordinator	Safer Communities LCC	LCC funding ends Mar18	In process	In development	Good early results	none			
Community Safety Analysis, Coordination and Commissioning (including Police secondment)	Safer Communities LCC	ongoing							
Services for Appropriate Adult Provision across Lincolnshire Police custody suites (Children's Services)	TAS	3years +1+1	Just retendered	Y	Good	none	Monthly in arrears		
Engineering: Identify and implement an annual programme of engineering safety schemes	LCC -Highways	ongoing							
Continue to run and manage School Crossing Patrol facilities across the County	LCC Direct funding for School Crossing Patrols	ongoing							
Delivery of National Driver Offender Retraining Scheme courses	Strategic Partnership between LCC and PCC	ongoing							
Registration , Celebratory and Coroners Services – Mortuary, post mortem and body removal	Empath, Independent Funeral Directors								

**Existing Pooled Budget/Co-commissioning arrangements (if any)**

**Delivery of National Driver Offender Retraining Scheme Courses Utilises** income as a result of Strategic Partnership between LCC and the Office of Police and Crime Commissioner for Lincolnshire to deliver National Driver Reoffender Retraining Scheme courses (approx. £1.65m)

**Property Implications (if any)**

ARC team collocated in 1 room at Myle Cross to promote multi-agency working (includes Police officers, probations services, YOS and health).

**Commercial Opportunities (if any)**

Will be considered as part of draft commissioning strategy – some already exploited in Celebratory Services and Trading Standards.

**Commissioners Comments**

Completed by:	<b>Status (RAG)</b>
	<i>Supporting comment if Red or Amber</i>
	Red Amber Green

**Conclusions from Public Protection and Communities Scrutiny Committee – 12 March 2019**

The Public Protection and Communities Scrutiny Committee considered the proposed Public Protection Commissioning Strategy on 12 March 2019. The Committee was informed that there were some performance measures within the strategy that were still draft, and that officers were in consultation with the Executive Councillor for Community Safety and People Management to revise those measures.

The Committee was invited to consider the context of the strategy, in which the following points were noted:

- The Committee was pleased to see that domestic abuse had been listed as a high priority.
- It was questioned why sexual violence had been deprioritised despite there being evidence to show that sexual offences were increasing. The Committee was assured that there was a localised team working on the priority and that there was a process in place which regularly assessed the priorities.
- It was recognised that there had been no evidence found to suggest that there was an increase in knife crime within Lincolnshire. However, it was confirmed that they monitoring the situation closely.
- It was recognised that there were external factors that meant that deaths could not always be registered within the target period of five days. The County Officer for Public Protection confirmed that this had been raised with the County Coroner.

# Quarter 3 2018/19 Performance Information



## Protecting the public

The purpose of this commissioning strategy is to create an environment that enables the people of Lincolnshire to succeed and prosper, to ensure the public feel protected and secure and that those that are most vulnerable are safeguarded.

Show performance

The public are protected from unsafe and dangerous goods

The public are protected from unsafe and dangerous goods



Improve public safety by the reduction in drugs and alcohol misuse, focused on town centre alcohol fuelled violence and anti-social behaviour, young people and drug misuse

Improve public safety by the reduction in drugs and alcohol misuse, focused on town centre alcohol fuelled violence and anti-social behaviour, young people and drug misuse



Increase public confidence in how we tackle domestic abuse

Increase public confidence in how we tackle domestic abuse



Reduce the number of people killed and seriously injured on Lincolnshire's roads

Reduce the number of people killed and seriously injured on Lincolnshire's roads



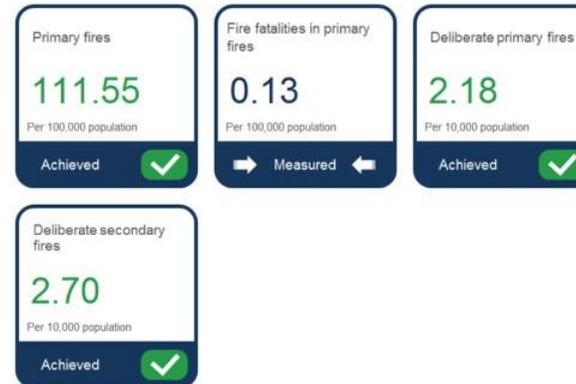
Reduce adult reoffending



Reduce the number of young people committing a crime



Reduce fires and their consequences



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**Open Report on behalf of Andrew Crookham, Executive Director -  
Resources**

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>30 May 2019</b>
Subject:	<b>Draft Final Report From The Transitions Scrutiny Review</b>

**Summary:**

This report invites the Overview and Scrutiny Management Board to consider the draft final report arising from the scrutiny review into Transitions. Subject to the approval of the Board, the report will be submitted to the Executive on 09 July 2019 for its consideration and response.

**Actions Required:**

The Overview and Scrutiny Management Board is invited to

- (1) approve the attached draft final report on Transitions, with or without amendment.
- (2) agree that the final report should be submitted to the Executive on 09 July 2019 for its consideration and response.

## **1. Background**

The Overview and Scrutiny Management Board endorsed the terms of reference for the 'Transitions Scrutiny Review' on 30 August 2018. The purpose of the scrutiny review was to consider the individual experiences of young people transitioning into adulthood for those young people with more complex educational needs who receive support through an Education, Health and Care plan (EHCP); and for those young people who are Looked After Children (LAC).

The main lines of enquiry for the scrutiny review were as follows:

- a) To consider and review the experiences of those young people with more complex educational needs who receive support through an Education, Health and Care (EHC) plan and their journey transitioning into adulthood. Including the following:
  - To review the experience of young people and their families/carers, and the overarching principles for good transition
  - Ensuring that arrangements for transition services are robust.

- To consider processes which are in place to ensure all young people who require transition services are identified and receive services.
  - The planning of transition, support before and after transfer and the supporting infrastructure for transitions.
- b) To review the preparations being made towards the implementation of the Children and Social Work Act 2017, increasing the age of eligibility for support to care leavers from the age of 21 to 25.

## 2. Conclusion

The Scrutiny Panel has produced a draft final report containing three recommendations and this is attached as Appendix A to this report. The Board is asked to consider the attached draft final report and decide whether to adopt the draft as its final report, with or without amendment.

## 3. Consultation

### a) Have Risks and Impact Analysis been carried out?

Not Applicable

### b) Risks and Impact Analysis

Not Applicable

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Transitions Draft Report

## 5. Background Papers

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

This report was written by Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or [Daniel.Steel@lincolnshire.gov.uk](mailto:Daniel.Steel@lincolnshire.gov.uk)

# TRANSITIONS

## Scrutiny Review

April 2019

# 1. Executive summary

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The Scrutiny Panel was established with the purpose of reviewing the individual experiences of young people transitioning into adulthood for those young people with more complex educational needs who receive support through an Education, Health and Care plan (EHCP); and for those young people who are Looked After Children (LAC).

## Conclusion

The recommendations of the Panel seek to improve what is already a good process.

The Scrutiny Panel highlighted the following as part of this review:

- Overall transition arrangements in Lincolnshire are good with strong working relationships between Adult and Children's Services and other agencies with respect to the transition of Young People.
- Processes are in place to ensure young people who require transition services are identified effectively.
- Communication between the various relevant organisations is essential to achieve a good transition, including the need to ensure greater promotion the Local Offer as part of ensuring a positive transition.
- Early dialogue with families has proven to be very successful; and has provided families with a better understanding of requirements and processes. Arrangements are also in place to ensure their voices are heard and are central to the decision making process.
- It is important for professionals to ensure families have a clear understanding of the Local Offer to help ensure realistic expectations.
- It is important to ensure the information included in the Local Offer is effectively promoted to families not directly involved with Children's Services to ensure that the professional who are responsible for planning transition to adulthood are aware of the most appropriate pathway for transition.
- Where parents have a clear vision of what provision their child should receive, it is essential to have a clear and meaningful approach when advising parents of the services actually available for their child, in order to manage expectations effectively.
- Best practice should be shared and promoted between professionals as part of developing multi-agency working to facilitate effective transitions.
- It was noted that as a result of the engagement undertaken as part of the review that there were reports of a lack of input from Health relating to therapy and occupational health services; as well as the need to improve the quality of EHCP's focus on improving health outcomes.
- The Panel highlighted the need to continue to work to reduce service user frustration and resolve issues as effectively as possible. The Panel highlighted the importance of monitoring satisfaction as an effective measure to monitor the quality of service.
- The Panel support the development of an improved Pathway Plan format for care leavers.
- The Panel highlighted the importance of the Supported Internship Program.

## Recommendations

**The Scrutiny Panel support implementing the work identified as part of the SEND Steering Group Action Plan, related specifically to the areas of development identified through the Ofsted/CQC Inspection of Special Educational Needs and Disabilities in late 2018.**

In addition, the following recommendations will be forwarded to the Executive Councillor for Adult Care, Health & Children's Services for consideration. The recommendations of the Panel seek to improve what is already a good process.

### **Recommendation 1 – Information and Advice Local Offer**

**The Scrutiny Panel recommends that Children's Services and Adult Care continue to develop, promote and deliver consistent and clear communications through greater promotion of the local offer. It is envisaged this will be achieved as part of delivering the outcomes of the recent Joint local area SEND inspection.**

The Scrutiny Panel highlighted the following themes as part of this recommendation:

1. Promoting early engagement with families/young people and an individualised approach to communication.
2. Ensure information on the local offer is sent out to all those involved in the transitions process as part of a clearly developed communications strategy to ensure a clear and consistent message.
3. Enhancing collaborative working with wider stakeholders so that information about criteria and processes is available to all (Families and professionals)
4. Support the role of the intake team working within schools to promote the opportunity for parents to discuss options through early engagement.
5. Managing expectations effectively in a supportive and engaging way in order to promote positive outcomes as part of a 'life time journey'.
6. Continuing to ensure families are at the heart of a decision making process.
7. Targeted promotion of Advocacy and Advice services such as the Parent Carer Forum and 'Liaise' the Special Educational Needs and Disability (SEND) Information Advice and Support Service.
8. Ensure the information included in the Local Offer is effectively promoted to families not directly involved with Children's Services.
9. Support the development of a 'Progression to Adulthood' section of the local offer.

The Scrutiny Panel support the continued development of the local offer as part of delivering the outcomes of the recent Joint local area SEND inspection. Throughout the review the Panel has heard that early engagement with families and young people is essential in order to manage expectations effectively, in a supportive and engaging way in order to promote positive outcomes.

The recent Joint local area SEND inspection identified that a significant proportion of parents and some professionals who spoke with the inspection team were unaware

of the local offer. Consequently, parents do not always have a clear understanding of the services available to support their children.

The Scrutiny Panel support the work that continues to ensure families are at the heart of a decision making process. Children's Services Teams are not always directly involved with the young person and therefore the people who are responsible for planning transition to adulthood are not always aware of the most appropriate pathway for transition to adulthood. The statutory responsibilities relating to Children in comparison to Adults are also very different and therefore it is important that families understand these differences so as not to have unfairly raised expectations.

The Scrutiny Panel supports the need to ensure information on the Local Offer is sent out to all those involved in transitions at the start of their journey through the process. The Panel also supports the need for a clearly developed and effective communications strategy to ensure a consistent and well promoted message. The Panel identified possible articles in County News as one future option for greater promotion of the Local Offer.

The Panel highlighted the need to continue to work to reduce service user frustration and resolve issues as effectively as possible. The Panel also highlighted the benefit of monitoring satisfaction in the service as an effective measure of overall performance.

The Scrutiny Panel also endorse the work the Intake Team delivers within schools to promote the opportunity for parents to discuss options and seek advice and guidance through the use of drop in sessions.

## **Recommendation 2 – Improved Health Outcomes**

**The Scrutiny Panel recommends that Lincolnshire County Council continues to strengthen positive relationships with CCGs, to develop a proactive approach and to support the implementation of the SEND action plan.**

The Scrutiny Panel highlighted the following themes as part of this recommendation:

1. To improve the quality of Education, Health and Care Plans by promoting more outcome focused recommendations.
2. Establish systems of leadership that are effective in ensuring that all managers are held to account for improvements to services and for promoting effective practice.
3. Increase understanding of health data to better plan future services to meet children and young people's health needs.
4. Improve the health offer to include a clear pathway for Autism Spectrum Disorder and neurodevelopment conditions.
5. Developing and promoting an effective and more consistent level of good practice across the County through the SEND steering group.

During the review the Panel heard examples for the need for improved Health engagement in the transitions process. The Scrutiny Panel support the implementation of the SEND action plan to improve outcomes and better meet children and young people's health needs. The Panel was advised that continuing health care was patchy across Lincolnshire, with some areas being better than others. The Panel agreed that health was an issue due to an inconsistent approach; and that there needed to be improved communication with parents when their expectations had not been met. The Panel agreed that Health obligation were being met but not always in an effective way.

The Panel was satisfied that there were aspirations from Children's Services and local CCGs to ensure that colleagues strive to provide services that improve the education and health outcomes as outlined in the SEND Steering Group Action Plan. This includes developing clear lines of accountability that report to both the Local Authority and Clinical Commissioning Groups and establishing systems of leadership that are effective in ensuring that all managers are held to account for improvements to services.

### **Recommendation 3 – Pathway Plan Review**

**The Scrutiny Panel supports reviewing the format and structure of the current Pathway Plan document for Care Leavers. The Panel recognises that the current document meets the requirements of a Pathway Plan and contains everything required, but believes that the structure of the document needs to be reviewed in order to be more useful to better meet the needs of young people.**

The Scrutiny Panel support the development of an improved Pathway Plan and consulting with the Corporate Parenting Panel on the revised format.

## **2. Introduction**

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### **Establishment of the Scrutiny Review Panel**

On 29 March 2018, the County Council's Overview and Scrutiny Management Board approved a scrutiny review to give consideration to the individual experiences of those young people with more complex educational needs who receive support through an Education, Health and Care (EHC) plan, and their journey transitioning into adulthood.

The review also considered the preparations being made towards implementing the Children and Social Work Act 2017 and the impact on transition arrangements for those young people under the care of the local authority.

On 30 August 2018 the Overview and Scrutiny Management Board endorsed the terms of reference for the 'Transitions Scrutiny Review' as per Article 6.10 of the County Council's Constitution.

The Scrutiny Review Panel met seven times over the course of the review and undertook a number of visits to special schools and engaged with County Council staff as well as individual service users.

### **Scope of the review**

The purpose of the review has been to consider best practice, areas for better working and to identify key findings and recommendations to aid continued improvement of these services in Lincolnshire.

1. To consider and review the experiences of those young people with more complex educational needs who receive support through an Education, Health and Care (EHC) plan and their journey transitioning into adulthood. Including the following:
  - To review the experience of young people and their families/carers, and the overarching principles for good transition
  - Ensuring that arrangements for transition services are robust.
  - To consider processes which are in place to ensure all young people who require transition services are identified and receive services.
  - The planning of transition, support before and after transfer and the supporting infrastructure for transitions.
2. To review the preparations being made towards the implementation of the Children and Social Work Act 2017, increasing the age of eligibility for support to care leavers from the age of 21 to 25.

## **3. Background**

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This review has focused on children and young people who receive support through an Education, Health and Care (EHC) plan, and the systems and processes in place to support the transition from Children's Services to Adulthood. The review has also given consideration to those young people who may also be eligible for Adult Social Care and /or specialist Adult Health Care services when they reach the age of 18.

The term 'Transition' is used to describe the process of change from one situation to another and occurs at various stages in a child or young person's life. The following stages are widely recognised as being key milestones for children and young people.

- Transition from nursery to primary school;
- Transition from primary to secondary school;
- Transition from secondary to post 16 education and training;
- Transition from children's services to adulthood;
- And for a relatively small number of young people Transition to Adult Care.

**For the vast majority of children and young people, these transitions are supported successfully by families, schools and universal services.**

## Main Lines of Enquiry

As part of the review the Panel considered:

- Children and young people with EHC plans
- Children and young people transitioning to adult social care
- Transition for young people who are Looked After Children
- Education Phase Transitions

As of May 2018, it was reported there were 1027 children/young people aged 14-17 who were subject to an Education, Health and Care (EHC) plan; this was broken down as following:

- Age 14 – 106
- Age 15 – 354
- Age 16 – 340
- Age 17 - 227

As at May 2018 there were a total of 243 cases open to the Children with Disabilities Team, and of these, the total number of children and young people who were aged 14 – 17 years was 105. Whilst these young people are also captured in the general SEND data above (they all have EHC Plans) these are the young people with the most complex needs and are likely to require Adult Social Care provision.

### **Ensuring Young People needing Transitions are identified**

Under the Special Educational Needs and Disability Code of Practice (2015) Local Authorities must ensure that the Education Health and Care (EHC) Plan review at Year 9, and every review thereafter, includes a focus on preparing for adulthood. Planning must be centred on the individual and explore the child or young person's aspirations and abilities, what they want to be able to do when they leave Post-16 education or training and the support they need to achieve their ambition. Transition planning must be built into EHC Plan reviews and should result in clear outcomes being agreed that are ambitious and stretching and which will prepare young people for adulthood. Operationally this is administered through the SEND team in Children's Services.

For a young person with an EHC Plan, the local authority ensures that the transition to Adulthood is well planned; any eligible transfer to adult social care is identified within the Annual Reviews of the EHC Plan and reflects existing special educational and health provision that is in place to help the young person prepare for adulthood.

### **Transition to adult social care**

Young people with complex needs, who are approaching 18, or their carers, may become eligible for Local Authority Services, regardless of whether they have an EHC Plan or whether they have been receiving care services under Section 17 of the Children Act 1989. Under the Care Act 2014, Adult Services undertake an Adult Transition Needs assessment where the young person is open to children's social care and recognised as likely to have a need for care and support after turning 18. These Adult Transition Needs assessments normally happen for this cohort at 17 but

can happen earlier where there is a significant benefit to the young person in doing so. For those young people not open to children's social care, adults services have a referral pathway which can be accessed through the CSC. Young people under 18 referred through this route are given an Adult Transition Needs assessment as described above. Those 18 and above receive an Adult Needs assessment. The nature of these assessments is to determine eligibility for adult social care as defined in the Care Act (2014)

Adult Social Care will not be aware of all young people living in their area who may be eligible for Adult Social Care. It is therefore important that those people involved in preparing young people for Adulthood consider whether the young person may have eligible needs as an adult and therefore, as part of the transitions process, make a formal referral to Adult Social Care as described above.

**The Intake Team in Adult Services are proactive in engaging with schools to increase their understanding of the processes and provide a contact point for queries.**

The majority of young people who are eligible for Adult Social Care as part of their transition to Adulthood are known to the Children with Disabilities (CWD) Team prior to the referral to Adult Social Care.

There is a highly effective partnership working between the Children's Services' CWD Team and the Adult Social Care Intake Team and this works very well. Notifications from the CWD Team via Mosaic (Passport to Adulthood request) are now coming through to the Intake Team at a steady and timely rate from the age of 14 years. These notifications are well documented containing the appropriate and factual information required to enable the Intake Team to begin to understand the needs of the young person. From this point onwards, transition planning is a collaborative process between children and adults services.

Adult Social Care begin an Adult Transition Needs Assessment for these young people by 17 years and 3 months and identify, where appropriate, care and/or support which commences at the point of transfer from Children's Services to Adult Social Care at 18 years old. For this cohort, Adult Social Care have a good understanding of the young people's needs and how best to support the family and young person at the point of transfer.

Where applicable, an allocated worker from Adult Social Care attends the Child and Family Progress Review or the EHC Plan Annual Review in the year leading up to the young person's 18<sup>th</sup> birthday. The Adult Social Care worker attends handover visits when the case closes to the CWD Team.

Adult Social Care encourages provision of services to eligible young people via a Direct Payment which generally works well to enable client choice and control. There are examples of good practice around Community Supported Living – individual tenancies and support in shared accommodation works very well for young people when available. Whilst housing is not a specific responsibility of Adult Social Care, Adult Social Care Commissioners and the Corporate Commercial Team have worked very effectively with housing authorities, housing providers and other key

stakeholders to develop and increase accommodation options available for young people.

In order to further support young people and families' understanding of the Adult Social Care assessment process a relevant pack of information has been produced and is made available for families at the initial assessment visit. It also contains helpful information about key changes, financial assessment etc. In general, families are usually happy with the outcome of the Adult Social Care assessment and subsequent plans.

### **Transition for young people who are Looked After children**

The smooth and effective transition of young people from care to adulthood is a priority for Lincolnshire County Council. At the age of 16 Looked After Children start to transition to adulthood and work with their Social Worker to write their first Pathway Plan, preparing the young person to leave care whilst taking account of all their individual wishes and needs. The Pathway plan considers all areas of the young person's life and shapes how all professionals work with the young person to fulfil their desires and ensure they transition to adulthood in a safe and planned manner.

At the age of 17 years 6 months all Looked After Children are offered the support of a Personal Advisor from the Leaving Care Service. The Personal Advisor builds a relationship with the young person and support the Social Worker to prepare the young person for adult life and consider what is on offer to them once they exit care. If a young person leaves care and meets the threshold for support from mental health service of adult care services, it is the duty of the Personal Advisor to maintain links with all the services and ensure they are well coordinated and, if necessary, act as an advocate for the young person.

At the age of 18 young people leave care and are offered a leaving care service until the age of 21. It is the responsibility of Lincolnshire County Council and all the partners in District Councils, the Health Community and Criminal Justice agencies to support care leavers, and to discharge their duty as Corporate Parents for all care leavers. It is essential partners work together to ensure young people's needs are met, and together we offer all the care and support we can as people transition into adulthood.

At the age of 21, unless they remain in full time education or training and continue to receive a full Leaving Care Service, most young people exit the leaving care service and move into the world as young adults, independent and settled in their communities. However, as always life can be challenging and care leavers may require additional support beyond the age of 21. As from 1st April 2018 all care leavers, up to the age of 25, can now return to the leaving care service at any time for information, advice and guidance to help them with any challenges they may face in adult life. Any young person who is eligible for a leaving care service can return to at any time up to the age of 25 for support, advice and advocacy from the leaving care service.

## Education Phase Transitions

In general, there is a lot of work being done to support young people to transition into Post 16 settings. The majority of these young people will not be eligible for Adult Social Care (and normally would not be referred to Adult Social Care) however the overall focus on the Preparing for Adulthood outcomes is improving and there is evidence of good person centred planning.

The 3 year Promoting Independence Project, formerly funded through the Better Care Fund, worked well and this has been a sustainable model whereby both the Special Schools and Further Education Colleges that were involved have continued the roles of Transition Co-ordinators.

Lincolnshire's Further Education (FE) Colleges support young people to ensure that they achieve the outcomes that support their successful transition to adulthood. In line with Special Educational Needs and Disability Code of Practice (2015) learners with an EHC Plan can remain in education until the age of 25. However, they should be accessing coherent study programmes which provide stretch and progression and are enabling them to progress to a higher level of study than prior attainment. Study programmes must include rigorous, substantial qualifications, English and maths, meaningful work experience and non-qualification activity. Learners should not repeat learning that has already been successfully completed. For students who are not taking qualifications, their study programme should focus on high quality work experience, and on non-qualification activity which prepares them well for employment, independent living, being healthy adults and participating in society.

Lincolnshire County Council's Young People's Learning Provision (YPLP) and the FE Colleges offer pathways to employment through Supported Internships. A Supported Internship is one type of study programme aimed at young people aged 16 to 24 who have an EHC Plan, who want to move into employment and need extra support to do so. They provide structured study programmes, based primarily with an employer, and are intended to enable young people to achieve sustainable, paid employment by equipping them with the skills they need for work through learning in the workplace. Students complete a personalised study programme which includes the chance to study for relevant substantial qualifications and English and maths to an appropriate level. In the last three years, 67% of learners undertaking Supported Internships through YPLP have gone into paid employment; 17% have gone on to voluntary work to build on their skills; 11% have returned to further their education and only 6% have become unemployed at the end of their study (3% left the area) and only 6% being unemployed at the end of their study period (3% left the area)

To build on the success of Supported Internships, additional funding secured through a successful internal council bid will be added to a grant provided by the Department for Education to develop Supported Internships in Lincolnshire Special Schools. This will strengthen the Special Schools' focus on preparing Post 16 learners for adulthood and independence.

## **Future Numbers**

When considering capacity it was reported that Lincolnshire is seeing a rise in the number of young people with EHC Plans:

- 0 - 5 years 172 - an increase of 25% from 2017 (4% of all EHC Plans)
- 5 - 10 years 1448 - an increase of 20% from 2017 (31% of all EHC plans)
- 11 - 15 years 1581 - an increase of 4% from 2017 (35% of all EHC Plans)
- 16 - 19 years 1215 - an increase of 24% from 2017 (27% of all EHC Plans)
- 20 - 25 years 144 - an increase of 103% from 2017 (3% of all EHC Plans)

This rise is likely to have an impact on the number of young people transitioning to Adult Social Care in the coming years. Being able to identify which of these young people are most likely to require Adult Social Care is a key challenge.

The higher number of pupils with EHC Plans in the 11-15 year old group can be a result of a number of different factors. In some instances the pupils' needs have been managed well in primary school, where the pupil largely remains with one teacher and a Teaching Assistant throughout the day; the move to secondary school, into a very different environment where pupils are generally more independent, can mean that pupils with SEND now require a higher level of support, hence the EHC Plan. Additionally, changing levels of needs often coincide with the onset of puberty which appears to exacerbate some conditions. In secondary school the gap between pupils with additional needs and their needs can become more pronounced than it might previously have been in primary school and therefore can also highlight the need for a greater level of support through an EHC Plan.

## **Satisfaction / Complaints and Escalations**

The Panel was advised that as a general indication there were 28,000 adults who received funded long term support services during the year ending 31 March 2018. It was highlighted that in 2017/18 there had been 220 complaints across Adult Care, which represented 0.79% of people receiving support. On average 49% of complaints were either upheld or partially upheld. It was further highlighted that only 4 of the complaints received related specifically to Young People in Education and open to the Adult Care Intake Team.

At the end of the EHC planning process parent carers are invited to provide feedback. This is generally positive but the level of return is not high. This is similar when we undertake other feedback such as in the Children with Disabilities Team; feedback is generally low. It seems that parents do not routinely feel the need to provide feedback when they are content with services; this is not uncommon.

The Panel highlighted the need to continue to work to reduce frustration and resolve issues before complaints were received. The Panel highlighted that measuring complaints was not necessarily the most appropriate indicator. The Panel highlighted that measuring satisfaction would be a better measure to monitor the quality of service.

It is worth noting that if a parent has concerns about a school then they must follow the school's complaints process. If there is an issue regarding how the provision in an EHC Plan is being delivered then the SEND Caseworker will work with the school to ensure that provision is being made in accordance with the EHC Plan. If the issue is regarding the conduct of staff in the school or specific school policy, and not related to the EHC Plan then this is for parents to resolve directly with the school.

Throughout the formal stages of an Education, Health and Care Needs Assessment, and subsequent reviews, parent carers are provided with the details of how they can appeal if they are dissatisfied with the outcome/EHC Plan. The LA is statutorily obliged to provide this information and it therefore appears at the end of all the correspondence related to the stages of the process.

Parents can request Disagreement Resolution which is designed to resolve disagreements about the performance of duties, SEN provision, disagreements over health and social care provision and disagreements between health commissioners and local authorities and are voluntary for both parties. Parents and carers are also able to request Mediation; this is a formally commissioned arrangement with two independent providers, Together Trust and Kids. This can be used to resolve issues specifically linked to decisions about EHC need assessments and plans. Parents are expected to consider this step before lodging an Appeal to the SEND Tribunal. They are not obliged to take part in mediation but have to consider it and seek a certificate to that effect. They are advised, in writing, on this process at each stage of the EHC Needs Assessment.

All of the information relating to Disagreement Resolution, Mediation and Appeal to the SEND Tribunal can also be found on the Local Offer.

## 4. Engagement during the review

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The Scrutiny Panel engaged with professionals from Children's Services, Adult Care and undertook visits to New College Stamford, Bourne Willoughby School and Lincolnshire Wolds Federation St Bernard's School in Louth. Panel members also engaged with two service users who had recent and relevant experienced the transitions process.

**The Scrutiny Panel wishes to record its appreciation for all those who met with members of the Panel as part of the review.**

### Louth St Bernard's visits on 25 September and 1 October 2018

Councillors S R Parkin and C Matthews visited Louth St Bernard's and reported that from their visit it had been evident that the management team had clear processes in place relating to transitions. Particular reference was made to the fact that the school had changed its arrangements for supporting pupils with an Education Health and Care Plan to prepare for transition. The School approached parents of children as young as 11, advising them of their options and responsibilities as their young person approached adulthood. It was highlighted that the early dialogue with parents had proven to be very helpful; and had provided parents with a better understanding

of requirements and processes. Visiting Panel members felt that the school should be commended for its approach in helping the transition process.

The Panel was advised that the school had good communication with the county council, however, one area it was felt could be improved was officers providing a softer approach when advising parents of the provisions available for their child, when parents had a clear vision of what provision their child should have.

One area of concern raised by the school was the lack of input from health relating to Therapy Health and Occupational Health. The School advised that they had preferred it when health services had been more locality based.

#### Bourne Willoughby School visits on 1 and 3 October 2018

The Panel was advised that the Bourne Willoughby School was an excellent school who dealt with some very complex needs. The school provided help to children and young people from the age of two to nineteen. The Head Teacher advised that there had not been any issues relating to transitions.

It was highlighted that there was a difference in how they supported transition to St Bernard's, as the school did not engage with parents as early in the process. It was highlighted that transition information was usually discussed with parents when the young person was 15 years old.

The Panel was also advised that the school had a good working relationship with the County Council.

#### Stamford New College visit on 18 October 2018

Consideration was given to a report from Councillors A G Hagues, R H Trollope-Bellew and R L Foulkes, following their recent visit to Stamford New College on 18 October 2018.

It was reported that the college had excellent facilities and had a well-developed programme to match the needs of incoming students. During a tour of the college, Panel member representatives were able to meet students and view the facilities on offer to help students with SEND develop their life skills.

Following the visit members of the Panel discussed supported internships plan and it was proposed that LCC engages in the Supported Internship Program. The Panel was advised that that the authority continued to work closely with the college with regard to Supported Internships. It was highlighted that New College Stamford's vision regarding Supported Internships was currently awaiting approval by their Senior Leadership Team.

It was also highlighted that since the introduction of SEND reforms in September 2014, substantial work had taken place to support Further Education (FE) providers in Lincolnshire to embed a focus on supported routes to employment for young people with learning difficulties; and that this had been supported through the three

year promoting Independence project, which had been funded through Better Care Funding. The Committee was advised that the project had been successful and that in 2018 all five FE providers had continued to deliver Supported Internships despite the additional funding coming to an end.

**The Panel highlighted the importance of the Supported Internship Program**

## **5. Contributors to the review**

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The Scrutiny Panel would like to extend their sincere thanks to the following people who have provided assistance during this review:

- Debbie Barnes OBE (Executive Director, Children's Services)
- Heather Sandy (Interim Director of Education)
- Justin Hackney (Assistant Director, Specialist Adult Services)
- Sheridan Dodsworth (Children's Services Manager - responsibility for SEND)
- Kate Capel (Children's SEND Locality Manager)
- Karen Dowman (Team Manager, Children with Disabilities)
- Joanna Tubb (County Manager Learning Disabilities)
- Andrew Morris (Corporate Parenting Manager)
  
- Stuart Munford-Gibbs (Intake Team)
- Georgina Kennedy (Intake Team)
- Kirsty Oliver-Dallas (Intake Team)
  
- Richard Hay (Children with Disabilities Team)
- Louise Henton (Children with Disabilities Team)
- Lizzi Wheelwright (Children with Disabilities Team)
  
- Katrina Cope (Senior Democratic Services Officer)
- Daniel Steel (Scrutiny Officer)
  
- New College Stamford
- Bourne Willoughby School
- Lincolnshire Wolds Federation St Bernard's School Louth

**The Panel would also like to express sincere thanks to the service users who provided feedback as part of this review.**

### **More Information**

If you would like any more information about the work of Overview and Scrutiny at Lincolnshire County Council then please get in touch with the Scrutiny Team by calling 01522 552102 or by e-mailing the Team at [scrutiny@lincolnshire.gov.uk](mailto:scrutiny@lincolnshire.gov.uk)



**Open Report on behalf of Andrew Crookham, Executive Director - Resources**

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>30 May 2019</b>
Subject:	<b>Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities</b>

**Summary:**

This report advises the Board of the recent publication, by the Ministry of Housing, Communities and Local Government, of the latest Statutory Guidance on Overview and Scrutiny and seeks approval to set up a working group to consider the document.

**Actions Required:**

The Board is invited to set up a cross party working group to consider the latest Statutory Guidance and receive a report on any recommended changes to the way the Council carries out its overview and scrutiny functions.

**1. Background**

- 1.1 On 7 May 2019 the Ministry of Housing, Communities and Local Government published statutory guidance on Overview and Scrutiny in Local and Combined Authorities.
- 1.2 The guidance seeks to ensure councils are aware of the purpose of scrutiny, highlight what good scrutiny looks like and the benefits it can bring.
- 1.3 It follows the publication of a report on Overview and Scrutiny by the House of Commons Select Committee in December 2017.
- 1.4 It is the first general Government guidance on scrutiny since 2006 and provides an opportunity for the Council to review its scrutiny practices.
- 1.5 Group Leaders considered the publication of the guidance at their meeting on 8 May and agreed that the Overview and Scrutiny Management Board should be invited to set up a cross party working group to review the document.

- 1.6 In view of the size of the document it has not be attached as an appendix to this report, but can be found at the following link:

<https://www.gov.uk/government/publications/overview-and-scrutiny-statutory-guidance-for-councils-and-combined-authorities>

## **2. Conclusion**

- 2.1 New Statutory Guidance on Overview and Scrutiny has been published by the Government and provides an opportunity for the Council to cast a critical eye over its scrutiny function. It is therefore recommended that a working group be set up to look at the guidance in more detail.

## **3. Consultation**

### **a) Have Risks and Impact Analysis been carried out??**

No

### **b) Risks and Impact Analysis**

N/A

This report was written by Nigel West, who can be contacted on 01522 552840 or [nigel.west@lincolnshire.gov.uk](mailto:nigel.west@lincolnshire.gov.uk).

**Open Report on behalf of Andrew Crookham,  
Executive Director - Resources**

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>30 May 2019</b>
Subject:	<b>Scrutiny Committee Work Programmes: -</b> <ul style="list-style-type: none"><li>• <b>Adults and Community Wellbeing Scrutiny Committee</b></li><li>• <b>Children and Young People Scrutiny Committee</b></li><li>• <b>Health Scrutiny Committee for Lincolnshire</b></li><li>• <b>Public Protection and Communities Scrutiny Committee</b></li></ul>

### **Summary:**

As set out in the Council's constitution, a key role for this Board is monitoring and guiding the future work programmes of the other scrutiny committees. This usually takes place on a quarterly basis, and at the same time the Board considers the previous work undertaken by the scrutiny committee.

It is normal practice for the Board to consider the work programmes of two scrutiny committees each month, but at this meeting in order to keep up with quarterly monitoring the work programmes of four committees will be considered.

Accordingly, this report focuses on the following committees: -

- the Adults and Community Wellbeing Scrutiny Committee
- the Children and Young People Scrutiny Committee
- the Health Scrutiny Committee for Lincolnshire
- the Public Protection and Communities Scrutiny Committee

### **Actions Required:**

To consider if the Board is satisfied with the previous activity and the planned the future work programme of each of the following scrutiny committees:

- the Adults and Community Wellbeing Scrutiny Committee; and
- the Children and Young People Scrutiny Committee
- the Health Scrutiny Committee for Lincolnshire.
- the Public Protection and Communities Scrutiny Committee

## 1. Background

The Council's constitution includes in this Board's terms of reference the following two clauses: -

- To agree and monitor the ongoing overview and scrutiny work programme, in particular holding the chairmen and/or vice chairmen to account for their committee's work programme on a quarterly basis.
- To monitor and guide the activities of the other overview and scrutiny committees.

The table below sets out the reporting timetable since November 2018 and up to October 2019:

Scrutiny Committee	Monitoring Date	Monitoring Date	Monitoring Date
Adults and Community Wellbeing	29 November 2018	30 May 2019	29 August 2019
Health			
Children and Young People	28 February 2019	30 May 2019	26 September 2019
Public Protection and Communities			
Environment and Economy	28 March 2019	27 June 2019	24 October 2019
Highways and Transport			
Flood and Water Management			

It is usual practice to consider the work programmes of two committees at each meeting (except when Flood and Water Management Scrutiny Committee is being considered.) In order to meet the requirement for quarterly monitoring, the work programmes of four scrutiny committees will be considered at this meeting.

### Adults and Community Wellbeing Scrutiny Committee

The highlights of previous activity and the future work programme of the Adults and Community Wellbeing Scrutiny Committee are attached at Appendix A.

### Children and Young People Scrutiny Committee

The highlights of previous activity and the future work programme of the Children and Young People Scrutiny Committee are attached at Appendix B.

## Health Scrutiny Committee for Lincolnshire

The highlights of previous activity and the future work programme of the Health Scrutiny Committee for Lincolnshire are attached at Appendix C.

## Public Protection and Communities Scrutiny Committee

The highlights of previous activity and the future work programme of the Public Protection and Communities Scrutiny Committee are attached at Appendix D.

## **2. Conclusion**

The Overview and Scrutiny Management Board is asked to consider the work programmes of the Adults and Community Wellbeing Scrutiny Committee; the Children and Young People Scrutiny Committee; the Health Scrutiny Committee for Lincolnshire; and the Public Protection and Communities Scrutiny Committee

## **3. Consultation**

- a) **Have Risks and Impact Analysis been carried out?** - Not Applicable
- b) **Risks and Impact Analysis** - Not Applicable

## **4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Adults and Community Wellbeing Scrutiny Committee - Highlights of Activity and Future Work Programme
Appendix B	Children and Young People Scrutiny Committee – Highlights of Activity and Future Work Programme
Appendix C	Health Scrutiny Committee for Lincolnshire – Highlights of Activity and Future Work Programme
Appendix D	Public Protection and Communities Committee – Highlights of Activity and Future Work Programme

## **5. Background Papers**

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

This report was written by Simon Evans, Health Scrutiny Officer, who can be contacted on 01522 553607 or by e-mail at [simon.evans@lincolnshire.gov.uk](mailto:simon.evans@lincolnshire.gov.uk) and by Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or by e-mail at [daniel.steel@lincolnshire.gov.uk](mailto:daniel.steel@lincolnshire.gov.uk)

## ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE

The Adults and Community Wellbeing Scrutiny Committee has met on four occasions (*16 January, 27 February, 10 April and 22 May 2019*) since it last reported to this Board on 29 November 2018. The following activities are highlighted from these four meetings:-

### Home-Based Reablement Service

In December 2018, the provider of the home-based re-ablement service ceased operations, and within a ten day period the contract had been novated to a new provider, Libertas. Representatives of the new contractor attended the Committee on 10 April and reported that the performance against key indicators has improved since December. The Committee has recognised both the achievement of the seamless change of contractor at short notice and the improved performance since that time.

### NHS Long Term Plan and Government Green Paper: *Care and Support for Older People*

In January 2019, NHS England published the *NHS Long Term Plan*. The Committee considered this at its February 2019 meeting and focused on those elements of the Plan, where the County Council would be working with the NHS. There was disappointment that the publication of *NHS Long Term Plan* had not been accompanied by the publication of the Government's Green Paper on *Care and Support for Older People*, which had been expected during the autumn of 2018. In anticipation of the green paper, we established a working group, which reviewed the discussion papers published by organisations such as the County Councils Network and the Local Government Association in advance of the Green Paper's publication in the summer of 2018. The Committee remains committed to giving detailed consideration to the Green Paper, once it is published.

### Integrated Community Care Portfolio

The Committee has reviewed the introduction of the 'integrated community care portfolio' - an initiative also known as neighbourhood team working, which is being introduced across Lincolnshire, with the most developed teams operating in Gainsborough and Stamford. The Committee explored the links between neighbourhood teams and primary care networks and recorded its concerns that residents in rural locations may not be well served by this initiative.

### Sexual Health Services

We have also received a presentation from the provider of sexual health services in Lincolnshire - one of several public health services for which the County Council is now responsible for commissioning. We found that these services are provided from several locations across the county and that Lincolnshire benefited from an integrated sexual health service. We observed that young people in some rural

areas would not be able to access these services as easily as their counterparts in urban locations.

### Memorandum of Understanding

We have reviewed a memorandum of understanding to support joint action in Lincolnshire on improving health and wellbeing through the home. This is a significant partnership, which has brought together the County Council, the seven district councils, the three Lincolnshire-based NHS providers and LACE Housing. The memorandum of understanding outlines the benefits of collaborative working, and emphasises the collaborative role that housing can play in prevention and achieving good health outcomes. Our feedback referred to the natural environment, including public open spaces, as something that promotes good mental health.

### Winter Funding

On 22 May, the Committee is due to consider an item on Winter Funding. The report for this item explains how the additional funding of £3.368 million allocated by the Department of Health and Social Care to the County Council was used. The intention of this funding was to reduce delayed transfers of care from hospitals; to reduce hospital lengths of stay; and to improve arrangements for discharges at the weekend. The focus was also on avoiding unnecessary admissions hospital.

### Annual Report of the Commercial Team

Also on 22 May, the Committee is due to consider the Commercial Team's annual report for the period April 2018 to March 2019. This outlines the Team's activities supporting the delivery of adult social care, such as the procurement and contract management of services.

During the last year procurement exercises were undertaken in relation NHS health checks and shared lives. The report also outlines the Team's work following the failure of the previous provider of the home-based reablement service.

### Future Meetings

The future work programme of the Committee is set out below.

<b>3 July 2019 – 10.00am</b>	
<i>Item</i>	<i>Contributor(s)</i>
Rural and Coastal Communities in Lincolnshire	Derek Ward, Director of Public Health
Annual Report of the Director of Public Health	Derek Ward, Director of Public Health

<b>3 July 2019 – 10.00am</b>	
<i>Item</i>	<i>Contributor(s)</i>
Adult Care and Community Wellbeing Quarter 4 2018-19 Performance	Katy Thomas, County Manager - Performance & Intelligence, Adult Care and Community Wellbeing
Homes for Independence Strategy	Kevin Kendall, Assistant Director County Property  Semantha Neal, Chief Commissioning Officer, Public Health Division, Adult Care and Community Wellbeing
Extra Care Housing ( <i>Executive Decision 9 July 2019</i> )	Kevin Kendall, Assistant Director County Property
Adult Care and Community Wellbeing Budget Outturn Report	Head of Finance, Adult Care and Community Wellbeing
Short Breaks Provision in Lincolnshire ( <i>Executive Councillor Decision Between 4 and 5 July 2019</i> )	Carl Miller, Commercial and Procurement Manager – People Services
Policy under Section 117 of the Mental Health Act 1983 ( <i>Executive Councillor Decision</i> )	Heston Hassett, Section 117 Specialist Project Manager, Specialist Adult Services

<b>4 September 2019 – 10.00am</b>	
<i>Item</i>	<i>Contributor(s)</i>
Adult Care and Community Wellbeing Quarter 1 2019-20 Performance	Katy Thomas, County Manager - Performance & Intelligence, Adult Care and Community Wellbeing
Government Green Paper on Care and Support for Older People (to be confirmed)	Glen Garrod, Executive Director of Adult Care and Community Wellbeing
Government Green Paper on Prevention (to be confirmed)	Glen Garrod, Executive Director of Adult Care and Community Wellbeing Derek Ward, Director of Public Health

<b>9 October 2019 – 10.00am</b>	
<i>Item</i>	<i>Contributor(s)</i>

<b>27 November 2019 – 10.00am</b>	
<i>Item</i>	<i>Contributor(s)</i>
Adult Care and Community Wellbeing Quarter 2 2019-20 Performance	Katy Thomas, County Manager - Performance & Intelligence, Adult Care and Community Wellbeing
Adult Care and Community Wellbeing Budget 2019/20	Head of Finance, Adult Care and Community Wellbeing

The following list of items has been previously suggested by the Committee, or an update has been previously requested: -

- National Carers Strategy
- Joint Commissioning Arrangements
- Alcohol Harm and Substance Misuse Services
- Day Opportunities
- Managed Care Network for Mental Health (*Considered 11 April 2018*)
- Care Quality Commission Update (*Considered 29 November 2017*)
- Adult Safeguarding Commissioning Strategy – Refresh due in 2019 (*Considered 5 September 2018*)
- Adult Frailty and Long Term Conditions Commissioning Strategy – Refresh due in 2019 (*Considered 10 October 2018*)
- Wellbeing Commissioning Strategy – Refresh due in 2019
- All Commissioning Strategies – Annual Summary

## CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

The Children and Young People Scrutiny Committee Since has met on two occasions (*8 March and 26 April 2019*) since it last reported to this Board on 28 February 2019. The key activities for the Committee at these two meetings are highlighted below:

### Lincolnshire Local Authority School Performance

The Committee received quarterly performance information on schools based on Ofsted inspections. The most recent inspection analysis indicated that 83.3% of Lincolnshire pupils were in a school rated by Ofsted as outstanding or good. In addition to these quarterly reports, the Committee has considered an overview of Lincolnshire schools, based not only on Ofsted inspections, but also on peer review and assessment data. These peer reviews have highlighted strengths in schools such as personal, social and emotional development; safeguarding; spiritual, moral, social and cultural development; teaching and learning; and senior leadership.

### Council Business Plan Indicators

There are eight Council business plan indicators within the Committee's remit, and all of them were reported as achieved for quarter 3.

### Allowances for Foster Carers

The County Council looks after approximately 600 children and young people at any one time and 80% of Lincolnshire's looked after children are placed with foster carers. The Committee has supported an increase in allowances for foster carers of 2% and also supported the introduction of an annual retention payment to all foster carers who complete the relevant training and have a successful annual review. A key element of the Committee's discussion focused on the support provided to foster carers above and beyond the financial allowances paid to them.

### Post 16 Transport Policy Statement

There is a legislative requirement for the Council to review its *Post 16 Transport Policy Statement* each year. As part of the Committee's consideration it was clarified that there was no statutory duty for the Council to make provision for sixteen plus transport support; the proposed contribution level for Lincolnshire of £570 per annum compared well with other local authorities; and the proposed contribution level would mean that it would be the third year without an increase;

The Committee was keen that the Council's IT system should be developed to enable parents to make instalment payments by using a direct debit and this should be a priority.

## **Future Meetings**

The future work programme of the Committee is set out below.

<b>7 June 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Proposal to change the age range at Market Deeping Community Primary School from 3 to 11 to 4 to 11 (final decision)	Martin Smith, Interim Assistant Director of Education  Matthew Clayton, Admissions and Education Provision Manager	<b>Pre-Decision Scrutiny</b> Executive Councillor Decision - 21 June 2019
Commissioning Arrangements for Child and Adolescent Mental Health Service (CAMHS)	Charlotte Gray, Interim Head of Children's Commissioning	<b>Pre-Decision Scrutiny</b> Executive 9 July 2019
Armed Forces Pupil Premium	Sue Williams, Head of Educational Strategy	Update
Quarterly Performance: Quarter 4 and Full Year	Sally Savage, Assistant Director of Commissioning	Performance Scrutiny

<b>19 July 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Children's Health Services Progress Update and Care Quality Commission Inspection Report Outcomes	Sally Savage, Assistant Director of Commissioning	Policy Review
Lincolnshire Leaving Care Service from 2020	Sally Savage, Assistant Director of Commissioning	<b>Pre-Decision Scrutiny</b> (Executive Councillor Decision 29 July 2019)
Section 117 Policy	Heston Hassett, S 117 Specialist Project Manager	<b>Pre-Decision Scrutiny</b> (Executive Councillor Decision to be advised)

<b>6 September 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Local Area Special Educational Needs and Disability Inspection by Ofsted and Care Quality Commission – Action Plan Update	Sheridan Dodsworth, Head of Special Educational Needs and Disability	Performance Scrutiny
Early Years Education Improvement Strategy	Jo Kavanagh, Assistant Director of Early Help Michelle Andrews, Head of Early Years	Policy Review
Quarterly Performance: Quarter 1	Sally Savage, Assistant Director of Commissioning	Performance Scrutiny

<b>18 October 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Special Educational Needs and Disability Strategy - Review Update	Sheridan Dodsworth, Head of Special Educational Needs and Disability	Policy Review (Yearly Update)
Annual Review of Complaints for Children's Services	Jo Kavanagh, Assistant Director of Early Help	Performance Scrutiny
Children's Services Inspection by Ofsted – Action Plan	Janice Spencer OBE, Interim Director for Children's Services Heather Sandy, Interim Director of Education	Performance Scrutiny

<b>22 November 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Lincolnshire Learning Partnership Strategic Review Outcome	Martin Smith, Interim Assistant Director of Education	Policy Review
Special Education Needs and Disability Transport	Teri Marshall, Education Transport Manager	Update

<b>22 November 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Quarterly Performance - Quarter 2	Sally Savage, Chief Commissioning Officer – Children's	Performance Scrutiny

<b>17 January 2020</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Revenue Budget Proposals 2020/21	Heather Sandy, Interim Director for Education Janice Spencer OBE, Interim Director for Children's Services	Budget Scrutiny
Children Missing Out of Education Annual Report 2018/19	Jill Chandar-Nair, Inclusion and Attendance Manager	Policy Review

**Items to Be Scheduled**

<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Restorative Practice - Lincolnshire Joint Diversionary Panels (JDP)	Andy Cook Youth Offending Manager	Policy Review

## HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE

### Activity Since Last Report to the Board

The Health Scrutiny Committee for Lincolnshire has met on six occasions (12 December 2018, 23 January, 20 February, 20 March, 17 April and 15 May 2019) since it last reported to this Board on 29 November 2018. The following activities at these six meetings are highlighted: -

### NHS Long Term Plan

On 7 January 2019, NHS England published the *NHS Long Term Plan*, which covers a ten year period. On 23 January 2019, the Committee considered the likely impacts, which included an onus on local health systems engaging and consulting on their own plans to implement the national plan. This has been reflected in the *Healthy Conversation 2019* engagement exercise (see below).

### Healthy Conversation 2019: Launch and Progress to Date

On 5 March 2019, the NHS in Lincolnshire launched the *Healthy Conversation 2019* engagement exercise, which will continue into the autumn of 2019. On 20 March, the Committee outlined a plan to consider the various strands in *Healthy Conversation 2019* from May to October.

The first wave of engagement began in March and took place in Boston, Grantham, Louth and Skegness. Feedback to the NHS from these four events was reported to the Committee on 15 May and identified four themes overall:

- transport to services for patients and family;
- NHS 111 and its effectiveness;
- East Midlands Ambulance Service and response times; and
- overburdening on Lincoln County Hospital.

Further engagement events as part of the first wave are taking place in Gainsborough, Lincoln, Sleaford, Spalding and Stamford. There will be a second and third wave of engagement events in all nine locations. Following the conclusion of the engagement exercise, the NHs will be launching formal consultation.

### Healthy Conversation 2019: Urgent and Emergency Care

On 15 May, the Committee considered the Urgent and Emergency Care strand of *Healthy Conversation 2019*. A key element of this strand is the introduction of urgent treatment centres, a nationally driven initiative. Urgent treatment centres will work to a national specification and typically will be GP led. All type 1 accident and emergency departments, such as Lincoln County and Pilgrim Boston, will be expected to have an adjacent urgent treatment centre. The NHS has also proposed urgent treatment centres for Gainsborough, Grantham, Louth, Skegness, Spalding and Stamford, but a consideration is how patients will be able to access these centres between 8pm and 8am, as it does not look like 'walk-in'

## Children and Young Persons Services at United Lincolnshire Hospitals NHS Trust

Since May 2018, the Committee has been receiving regular updates on Children and Young Persons Services at United Lincolnshire Hospitals NHS Trust (ULHT), in particular the arrangements at Pilgrim Hospital, Boston. From August 2018, an interim model of care has been in place, which includes a paediatric assessment and observation unit. The Committee has continued to monitor the impacts of these arrangements, which have seen 98% of paediatric activity remaining at Pilgrim Hospital. The Committee will continue to monitor the arrangements.

## Overnight Closure of A&E at Grantham Hospital

In January 2018, the Committee referred the decision to continue with the overnight closure of Grantham A&E to the Secretary of State for Health and Social Care on the grounds of inadequate consultation. The most recent correspondence (from the Minister of State for Health, dated 29 March 2019) indicates that the referral is still under consideration by the Secretary of State. However, it should be emphasised that the referral to the Secretary of State was on the grounds of inadequate consultation and the Lincolnshire sustainability and Transformation Partnership has now launched the *Healthy Conversation 2019*. This includes urgent and emergency care engagement materials contain proposals to replace Grantham A&E with an urgent treatment centre. As a result of this and other proposals for urgent treatment centres, the Committee has given the urgent and emergency care strand of the *Healthy Conversation 2019* a high priority: this will be considered on 15 May 2019.

## Care Quality Commission Reports

The Committee is made aware of the main inspection reports issued by the Care Quality Commission (CQC). Lincolnshire Community Health Services NHS Trust has been rated as 'outstanding' and Lincolnshire Partnership NHS Foundation Trust has been rated as 'good'.

Inevitably the Committee focuses on those providers with lower CQC ratings. United Lincolnshire Hospitals NHS Trust (ULHT) now has a 'requires improvement' rating. However, Pilgrim Hospital itself continues to be rated as 'inadequate', with the most recent CQC report on Pilgrim's A&E department published on 3 April 2019, referring to overcrowding; long waits for treatment; and shortages of paediatric staff in A&E, affecting the level of care between 10 pm and 10 am. As the regulator, the CQC will be seeking assurances. The Committee will continue to monitor the response of ULHT to the findings, requirements and recommendations of the CQC.

## Thames Ambulance Service Ltd

The Committee has continued to receive regular monitoring reports on the poor performance of the Thames Ambulance Service Ltd (TASL) on the non-emergency patient transport contract. TASL has been operating the contract since 1 July 2017, and has struggled to meet any of its key performance indicators since that time.

TASL's performance issues have been compounded by an 'inadequate' rating from the Care Quality Commission in February 2019. Because of the lack of progress, the Committee has recorded its advice to Lincolnshire West Clinical Commissioning Group, which manages the contract, to issue a notice of termination to TASL. The

CCG has advised that it will continue to monitor the contract, trying to ensure that any changes to the contract arrangements are managed so as to minimise the impact on patients.

### **Future Meetings**

As stated above, the work programme for the coming months will be focused on the various strands of the *Healthy Conversation 2019* engagement exercise. It should be noted that the NHS in Lincolnshire is keen that clinicians attend the Committee to support the presentations on the topics, so depending on their availability some of the dates may change. After the conclusion of the engagement exercise, formal consultation is expected on those elements requiring consultation, and the Committee will be participating

<b>12 June 2019 – 10 am</b>	
<i>Item</i>	<i>Contributor</i>
<i>Healthy Conversation 2019: Women's and Children's Services</i>	Tracy Pilcher, Chief Nurse, Lincolnshire Community Health Services NHS Trust <i>(and clinician to be confirmed)</i>
<i>Healthy Conversation 2019: Breast Services</i>	Mr Jibril Jibril, Consultant Surgeon and Head of Service, United Lincolnshire Hospitals NHS Trust <i>(to be confirmed)</i> Sarah-Jane Mills, Chief Operating Officer, Lincolnshire West Clinical Commissioning Group
<i>Healthy Conversation 2019: Stroke Services</i>	Dr Abdul Elmarimi, Consultant in Stroke Medicine, United Lincolnshire Hospitals NHS Trust Dr Richard Andrews, Consultant Cardiologist, United Lincolnshire Hospitals NHS Trust
Non-Emergency Patient Transport	Tim Fowler, Director of Contracting, Lincolnshire West Clinical Commissioning Group Mike Casey, Director of Operations, Thames Ambulance Service

<b>10 July 2019 – 10 am</b>	
<i>Item</i>	<i>Contributor</i>
<i>Healthy Conversation 2019</i> – Mental Health	Representatives from the Lincolnshire Sustainability and Transformation Partnership
United Lincolnshire Hospitals NHS Trust: Women and Children's Services Update	Senior Management Representatives from United Lincolnshire Hospitals NHS Trust
United Lincolnshire Hospitals NHS Trust: Care Quality Commission Update	Senior Management Representatives from United Lincolnshire Hospitals NHS Trust
General Practice – Access and Demand	Dr Kieran Sharrock, Medical Director, Lincolnshire Local Medical Committee

<b>18 September 2019 – 10 am</b>	
<i>Item</i>	<i>Contributor</i>
East Midlands Ambulance Service NHS Trust - Lincolnshire Division Update	Mike Naylor, Director of Finance, East Midlands Ambulance Service NHS Trust Sue Cousland, General Manager – Lincolnshire Division - East Midlands Ambulance Service NHS Trust
<i>Healthy Conversation 2019</i> – General Surgery	Representatives from the Lincolnshire Sustainability and Transformation Partnership
<i>Healthy Conversation 2019</i> – Trauma and Orthopaedics	Representatives from the Lincolnshire Sustainability and Transformation Partnership
<i>Healthy Conversation 2019</i> – Haematology	Representatives from the Lincolnshire Sustainability and Transformation Partnership
<i>Healthy Conversation 2019</i> – Oncology	Representatives from the Lincolnshire Sustainability and Transformation Partnership
Delivery of the NHS England National Cancer Strategy in Lincolnshire - Update	To be advised
Winter Resilience – Review of 2018-19 and Plans for 2019-20	To be advised

<b>16 October 2019 – 10 am</b>	
<i>Item</i>	<i>Contributor</i>
<i>Healthy Conversation 2019 – Integrated Community Care</i>	Representatives from the Lincolnshire Sustainability and Transformation Partnership
<i>Healthy Conversation 2019 – Grantham Acute Medicine</i>	Representatives from the Lincolnshire Sustainability and Transformation Partnership

Items to be Programmed

- Developer and Planning Contributions for NHS Provision
- CCG Role in Prevention
- Lincolnshire Sustainability and Transformation Plan / Acute Services Review  
– Formal Consultation Elements

## PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE

Since the last report of this Committee to the Board on 28 February 2019, two meetings of the Public Protection and Communities Scrutiny Committee have taken place.

### **12 March 2019**

#### Fire and Rescue Services Report Action Plan Update

Consideration was given to a report by the Assistant Chief Fire Officer, which presented the finalised Action Plan produced in response to the *Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services report* on Lincolnshire Fire and Rescue.

A report reviewing the progress made against the action plan is scheduled to be brought to the committee in July 2019.

#### Serious and Organised Crime

The Committee also considered the Council's approach to tackling serious and organised crime in Lincolnshire, with a particular focus on fraud and modern day slavery.

The Committee endorsed the work undertaken by the Safer Lincolnshire Partnership focusing on ensuring that work is undertaken so that victims are identified and safeguarded.

### **23 April 2019**

#### Future Model of the Heritage Service Update

The Committee considered a verbal report on the *Future Model of the Heritage Service* consultation process and the 10 week consultation which was due to end on the 24 April 2019. The Committee confirmed that once the consultation had closed, there would be a full analysis of all of the data and a report would be produced to include the results.

The Committee welcomed member of the public to the meeting and facilitated the opportunity for members of the public to ask questions and highlight concerns to officers in relation to the proposed changes to the Usher Gallery.

The Committee endorsed the work to support the broader heritage sector, particularly around community heritage and requested further feedback on the outcome of the public consultation.

The Committee will consider further reports later in 2019.

### Update on Community Hubs

The Committee received a report on the Community Hub model which had proven to be very successful and continued to receive positive feedback. The majority of communities had taken ownership and pride in their Community Hubs, and the Hub volunteers were doing an excellent job and exceeded all expectations.

The Chairman welcomed volunteers from Sutton Bridge Community Hub and Crowland Community Hub. The Chairman invited the volunteers to give feedback about their experiences of volunteering at the Community Hubs, and to highlight anything that they felt worked particularly well, or could be improved. Officers acknowledged the points raised by the volunteers, and agreed to look into resolving any issues.

The Committee expressed thanks for all Community Hub volunteers across the County and endorsed the continued development of the Community Hub model.

### Update on the Response to Domestic Abuse in Lincolnshire

The Committee considered an overview of work being undertaken in relation to Domestic Abuse within Lincolnshire and were informed that *Ending Domestic Abuse Now in Lincolnshire* had been awarded the contract for specialist domestic abuse services for Lincolnshire.

The Committee sought assurance that there were cross border arrangements in place to support victims who lived within the county but used hospitals outside of the county.

The Committee supported tackling domestic abuse within Lincolnshire as a high priority for both the council and health providers.

### **Future Meetings**

<b>11 JUNE 2019 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Lincolnshire Fire and Rescue Performance Annual Report</b>	Les Britzman Chief Fire Officer	Performance Scrutiny
<b>Consultation &amp; Engagement Activity Annual Review</b>	Nicole Hilton, Assistant Director Communities  Bev Finnegan, Programme Manager, Community Engagement	A review of council wide consultation & engagement activity and how it helps the Council to effectively engage people and be better informed to improve service provision.

<b>11 JUNE 2019 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Quarter 4 Performance Report (1 January to 31 March 2019)</b>	<p>Les Britzman Chief Fire Officer</p> <p>Chris Davison Assistant Director - Public Protection</p> <p>Nicole Hilton Assistant Director - Communities</p>	Review of the Key Performance and Customer Satisfaction Information.
<b>Sitting as the Crime and Disorder Scrutiny Committee</b>		
<b>Safer Lincolnshire Partnership Priorities – Reducing Offending</b>	Sara Barry Head of Safer Communities	Review of work being undertaken as part of the Safer Lincolnshire Partnership to tackle Reducing Offending

<b>23 JULY 2019 – 10:00am</b>		
<b>Emergency Planning Centre, South Park Avenue, Lincoln, Lincolnshire, LN5 8EL</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Performance of the Library Services Contract – Year Three Review Report</b>	Nicole Hilton Assistant Director - Communities	Review of the third year performance and key performance indicators (KPI) for the Library Services Contract.
<b>Fire and Rescue Services Inspection Action Plan</b>	Dan Quinn Assistant Chief Fire Officer	Final review of the progress made on the LFR Inspection Action Plan outcomes.
<b>Sitting as the Crime and Disorder Scrutiny Committee</b>		
<b>Safer Lincolnshire Partnership Priorities – Anti-social Behaviour</b>	Sara Barry Head of Safer Communities	Review of work being undertaken as part of the Safer Lincolnshire Partnership to tackle Anti-social Behaviour.
<p><b>Lincoln Blue Light Hub visit – South Park, Lincoln</b> Tim Joyce, Blue Light Collaboration Programme Change Lead</p>		

<b>17 SEPTEMBER 2019 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Lincolnshire Registration, Celebratory and Coroners Services Annual Report</b>	Donna Sharp Head of Registration, Celebratory Service and Coroner's Services	Annual Report

<b>29 OCTOBER 2019 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Annual Prevent Review Report</b>	Nicole Hilton Assistant Director – Communities  Paul Drury Programme Officer - Prevent	The Lincolnshire Annual report on Prevent related activities in relation to local authority responsibilities.
<b>Fire and Rescue Statement of Assurance 2018-19</b>	Les Britzman Chief Fire Officer	

<b>10 DECEMBER 2019 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Road Safety Partnership Annual Report</b>	Steven Batchelor, Lincolnshire Road Safety Partnership	Annual update on the Road Safety Partnership including information on fatal, killed and serious injury figures for Lincolnshire and progress Action Plan

**Future Items for Consideration:**

- Future Archive Service Proposals
- Review of Crime Statistics in relation to the introduction of part night street lighting
- Domestic Abuse Support Services Performance
- Review the JACP project
- Future Model of the Heritage Service – Final Recommendations and Implementation Plan

## Policy and Scrutiny

**Open Report on behalf of Andrew Crookham,  
Executive Director - Resources**

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>30 May 2019</b>
Subject:	<b>Overview and Scrutiny Management Board Work Programme</b>

**Summary:**

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

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

**Actions Required:**

Members of the Board are invited to:

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

### 1. Background

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

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

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

### Scrutiny Panel Activity

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

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

### Committee Working Group Activity

Scrutiny Committees may establish informal working groups, which can meet a maximum of three times, usually to consider matters in greater detail, and then to put their proposals to Committee. Details of Working Group activity is set out at Appendix C.

### Executive Forward Plan

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

## **2. Conclusion**

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

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

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

## **3. Consultation**

### **a) Have Risks and Impact Analysis been carried out?**

Not Applicable

### **b) Risks and Impact Analysis**

Not Applicable

#### **4. Appendices**

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

#### **5. Background Papers**

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

This report was written by Nigel West, Head of Democratic Services, who can be contacted on 01522 552840 or by e-mail at [nigel.west@lincolnshire.gov.uk](mailto:nigel.west@lincolnshire.gov.uk)

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD**

Each agenda includes the following standard items:

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

<b>30 May 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Commissioning Strategies	George Spiteri, Head of Strategic Commercial and Performance	Pre-Decision Scrutiny (Executive Decision on 4 June 2019)
Scrutiny Panel B – Transitions Review Final Report	Cllr Angela Newton, Chairman of Scrutiny Panel B	Scrutiny Review Activity
Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Policy Review
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> <li>• Adults and Community Wellbeing Scrutiny Committee</li> <li>• Children and Young People Scrutiny Committee</li> <li>• Health Scrutiny Committee</li> <li>• Public Protection and Communities Scrutiny Committee</li> </ul>	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee  Cllr Robert Foulkes, Chairman of the Children and Young People Scrutiny Committee  Cllr Carl Macey, Chairman of Health Scrutiny Committee  Cllr Nigel Pepper, Chairman of the Public Protection and Communities Scrutiny Committee	Performance Scrutiny
<b>1.30pm - Workshop for OSMB and Audit Committee Members Lessons Learned from Northamptonshire County Council - Culture and Accountability</b>		

<b>27 June 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Corporate Support Services Contract – Six Monthly Overview Report	Sophie Reeve, Assistant Director Commercial John Wickens, Interim Assistant Director ICT	Performance Scrutiny
Updates on the Council People Management and Workforce Plan and the Employee Survey	Fiona Thompson, Head of Human Resources	Performance Scrutiny
Performance Reporting against the Council Business Plan - Quarter 4	Jasmine Sodhi, Performance and Equalities Manager	Pre-Decision Scrutiny (Executive decision on 9 July 2019)
Review of Financial Performance 2018/19	Dave Simpson, Head of Finance - Technical and Development	Pre-Decision Scrutiny (Executive decision on 9 July 2019)
Formation of a Company for Legal Services	David Coleman, Chief Legal Officer	Post-Decision Scrutiny
Treasury Management Annual Report 2018/19	Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Performance Scrutiny
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> <li>Environment and Economy Scrutiny Committee</li> <li>Highways and Transport Scrutiny Committee</li> </ul>	Cllr Barry Dobson Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes Chairman of Highways and Transport Scrutiny Committee	Performance Scrutiny

<b>29 August 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Performance Reporting against the Council Business Plan - Quarter 1	Jasmine Sodhi, Performance and Equalities Manager	Pre-Decision Scrutiny (Executive decision on 3 September 2019)
Corporate Support Services Contract – IMT Progress Report	John Wickens, Interim Assistant Director ICT	Performance Scrutiny

<b>29 August 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> <li>• Adults and Community Wellbeing Scrutiny Committee</li> <li>• Health Scrutiny Committee</li> </ul>	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

<b>26 September 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Revenue and Capital Budget Monitoring Report 2019/20	Dave Simpson, Head of Finance - Technical and Development	Pre Decision Scrutiny (Executive decision on 1 October 2019)
Treasury Management Performance Quarter 1 (1 April to 30 June 2019)	Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Performance Scrutiny
Corporate Support Services Contract – Housekeeping Progress Report	Sophie Reeve, Assistant Director Commercial	Performance Scrutiny
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> <li>• Children and Young People Scrutiny Committee</li> <li>• Public Protection and Communities Scrutiny Committee</li> </ul>	Cllr Robert Foulkes Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

<b>24 October 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Review of Financial Risk Assessment	Dave Simpson, Head of Finance - Technical and Development	Budget Scrutiny
Update on the Council People Management and Workforce Plan	Fiona Thompson, Head of Human Resources	Performance Scrutiny
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> <li>• Environment and Economy Scrutiny Committee</li> <li>• Highways and Transport Scrutiny Committee</li> <li>• Flood and Water Management Scrutiny Committee</li> </ul>	Cllr Barry Dobson Chairman of Environment and Economy Scrutiny Committee  Cllr Mike Brookes Chairman of Highways and Transport Scrutiny Committee  Cllr Bob Adams Chairman of the Flood and Water Management Scrutiny Committee	Performance Scrutiny

<b>28 November 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Performance Reporting against the Council Business Plan - Quarter 2	Jasmine Sodhi, Performance and Equalities Manager	Pre-Decision Scrutiny (Executive decision on 3 December 2019)
Treasury Management Performance Quarter 2 (1 July to 30 September 2019)	Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Performance Scrutiny
Corporate Support Services Contract – Six Monthly Overview Report	Sophie Reeve, Assistant Director Commercial John Wickens, Interim Assistant Director ICT	Performance Scrutiny
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> <li>• Adults and Community Wellbeing Scrutiny Committee</li> <li>• Health Scrutiny Committee</li> </ul>	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee  Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

<b>19 December 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Corporate Support Services Contract – IMT Progress Report	John Wickens, Interim Assistant Director ICT	Performance Scrutiny
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> <li>• Children and Young People Scrutiny Committee</li> <li>• Public Protection and Communities Scrutiny Committee</li> </ul>	Cllr Robert Foulkes Chairman of Children and Young People Scrutiny Committee  Cllr Nigel Pepper Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

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

## Scrutiny Panel Activity

(as at 21 May 2019)

### Current Reviews

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

Scrutiny Panel B	Membership	Completion Date
Transitions	Councillors Mrs A Newton (Chairman), A H Turner (Vice Chairman), R L Foulkes, A G Hagues, C Matthews, S R Parkin, R H Trollope-Bellew and M A Whittington	Overview and Scrutiny Management Board – 30 May 2019

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

## Working Group Activity

(as at 21 May 2019)

Committee	Working Group	Membership
Adults and Community Wellbeing Scrutiny Committee	Government Green Paper – Care and Support for Older People ( <i>On hold until publication of Green Paper</i> )	Councillors C E H Marfleet, R J Kendrick, Mrs J E Killey, A P Maughan, Mrs E J Sneath and M A Whittington
Overview and Scrutiny Management Board	UK's Exit from the European Union	Councillors Mrs A Austin, T Bridges, M Brookes, M T Fido, R L Foulkes, C E H Marfleet, Mrs M J Overton MBE, R B Parker, A M Stokes and Mrs C A Talbot; and added member: Mr S Rudman
Environment and Economy	Waste Consultations	Councillors B Dobson, W Bowkett, C Matthews and A Hagues
Health Scrutiny	NHS Quality Accounts	Councillors C S Macey and C J T H Brewis

**FORWARD PLAN OF KEY DECISIONS FROM 1 JUNE 2019**

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, Newland, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
1017886 <b>NEW</b>	Commissioning of Adult Skills and Family Learning	Between 29 May 2019 and 12 Jun 2019	Executive Councillor: Adult Care, Health and Children's Services	Environment and Economy Scrutiny Committee	Enterprise Commissioner Tel: 01522 550630 Email: <a href="mailto:Justin.Brown@lincolnshire.gov.uk">Justin.Brown@lincolnshire.gov.uk</a>	All
1017762	Extra Care Housing	4 Jun 2019	Executive	Adults and Community Wellbeing Scrutiny Committee	County Property Officer Tel: 01522 553726 Email: <a href="mailto:Kevin.Kendall@lincolnshire.gov.uk">Kevin.Kendall@lincolnshire.gov.uk</a>	All
1017457	Commissioning Strategies	4 Jun 2019	Executive	Overview and Scrutiny Management Board	Strategic and Commercial Procurement Manager Tel: 01522 552120 Email: <a href="mailto:George.Spiteri@lincolnshire.gov.uk">George.Spiteri@lincolnshire.gov.uk</a>	All
1017849	Proposal to change the age range at Market Deeping Community Primary School from 3 to 11 to 4 to 11 (Final Decision)	21 Jun 2019	Executive Councillor: Adult Care, Health and Children's Services	Interested parties as DfE guidance including parents, school staff, neighbouring schools, County, Parish and District Councils, MPs, Trade Unions and Diocese and Children and Young People Scrutiny Committee	Admissions and Education Provision Manager Tel: 01522 553535 Email: <a href="mailto:matthew.clayton@lincolnshire.gov.uk">matthew.clayton@lincolnshire.gov.uk</a>	Deepings West and Rural

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, Newland, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
1017423	Short Breaks Provision in Lincolnshire	Between 4 July and 5 July 2019	Executive Councillor: Adult Care, Health and Children's Services	Commercial Team - People Services; Adult and Community Wellbeing Departmental Management Team; Adults and Community Wellbeing Scrutiny Committee	Commercial and Procurement Manager Tel: 01522 553673 Email: <a href="mailto:carl.miller@lincolnshire.gov.uk">carl.miller@lincolnshire.gov.uk</a>	All
1017768	Review of Financial Performance 2018/19	9 July 2019	Executive	Overview and Scrutiny Management Board	Technical and Development Finance Manager Tel: 01522 553008 Email: <a href="mailto:dave.simpson@lincolnshire.gov.uk">dave.simpson@lincolnshire.gov.uk</a>	All
1017969 NEW	Commissioning Arrangements for Child and Adolescent Mental Health Service (CAMHS)	9 July 2019	Executive	Children's Services Directorate Management Team; Commissioning and Commercial Board; Clinical Commissioning Groups; Children and Young People Scrutiny Committee	Commissioning Officer Tel: 01522 554860 Email: <a href="mailto:lynda.whitton@lincolnshire.gov.uk">lynda.whitton@lincolnshire.gov.uk</a>	All

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, Newland, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
1017884 NEW	Highways 2020 Award	1 Oct 2019	Executive	Highways and Transport Scrutiny Committee; Commissioning and Consultancy Board; all functions within the Highways Service	Senior Project Leader Tel: 01522 552368 Email: <a href="mailto:jonathan.evans@lincolnshire.gov.uk">jonathan.evans@lincolnshire.gov.uk</a>	All

#### EXECUTIVE MEMBERS

Councillor Name	Portfolio
Councillor M J Hill OBE (Leader of the Council)	Resources and Communications
Councillor Mrs P A Bradwell OBE (Deputy Leader of the Council)	Adult Care, Health and Children's Services
Councillor C J Davie	Economy and Place
Councillor R G Davies	Highways, Transport and IT
Councillor E J Poll	Commercial and Environmental Management
Councillor Mrs S Woolley	NHS Liaison and Community Engagement
Councillor C N Worth	Culture and Emergency Services (Libraries, Heritage, Culture, Registration and Coroners Service, Fire and Rescue and Emergency Planning)
Councillor B Young	Community Safety and People Management (Crime Reduction, Trading Standards, Equality and Diversity People Management and Legal)

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