



County Offices  
Newland  
Lincoln  
LN1 1YL

16 October 2019

**Overview and Scrutiny Management Board**

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 24 October 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), B Adams, Mrs W Bowkett, Mrs J Brockway, Mrs K Cook, R J Kendrick, 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, 24 OCTOBER 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 26 September 2019</b>	5 - 10
<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>Draft Corporate Plan</b> <i>(To receive a report from Verity Druce (Commercial Manager), which provides a timetable for the development and approval of the Corporate Plan, updated draft content and summarises the feedback from the first OSMB working group meeting)</i>	11 - 22
<b>8</b>	<b>Review of Financial Risk Management</b> <i>(To receive a report from Sue Maycock (Head of Finance – Corporate), which considers the outcomes from the financial risk assessment for 2018/19 and updates the risk assessment to help determine an appropriate target level for the Council's general reserves for 2020/21)</i>	23 - 30
<b>9</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; and the Health Scrutiny Committee for Lincolnshire, in accordance with the Board's agreed programme)</i>	31 - 42
<b>10</b>	<b>Overview and Scrutiny Management Board Work Programme</b> <i>(To receive a report which enables the Board to consider and comment on the content of its work programme for the coming year, to ensure that scrutiny activity is focussed where it can be of greatest benefit)</i>	43 - 58

Democratic Services Officer Contact Details

Name: **Emily Wilcox**  
Direct Dial **01522 553787**  
E Mail Address [emily.wilcox@lincolnshire.gov.uk](mailto:emily.wilcox@lincolnshire.gov.uk)

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

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

Contact details set out above.

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



## OVERVIEW AND SCRUTINY MANAGEMENT BOARD 26 SEPTEMBER 2019

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

Councillors R Wootten (Vice-Chairman), Mrs W Bowkett, Mrs J Brockway, C S Macey, C E H Marfleet, N H Pepper, E W Strengiel and S P Roe

### **Added Members**

Church Representatives: Mr S C Rudman

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

Officers in attendance:-

Pam Clipson (Head of Finance (Adults)), Andrew Crookham (Executive Director Resources), Michelle Grady (Assistant Director for Strategic Finance), Angela Lawton (Strategic Finance Manager - Children's Services), Sue Maycock (Head of Finance (Corporate)), Daniel Steel (Scrutiny Officer), Karen Tonge (Treasury Manager), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and Emily Wilcox (Democratic Services Officer)

### 35 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor Mrs K Cook and Councillor B Adams, and Mrs Patricia Barnett (Parent Governor Representative).

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

### 36 DECLARATIONS OF INTEREST

There were no declarations of interest.

### 37 MINUTES OF THE MEETING HELD ON 29 AUGUST 2019

RESOLVED:

That minutes of the meeting held on 29 August 2019 be approved as a correct record and signed by the Chairman.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD  
26 SEPTEMBER 2019****38 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLOR  
FOR RESOURCES AND COMMUNICATIONS AND CHIEF OFFICERS**

The Chairman announced that he had attended the meeting of the Executive on 3 September 2019, at which he had presented the Board's comments on the Performance Reporting against the Council Business Plan – Quarter 1; as well as the comments raised by the Environment and Economy Scrutiny Committee regarding the Proposed Statement of Community Involvement.

Members were informed that the Chairman of the Public Protection and Communities Scrutiny Committee had attended the meeting to present the Committee's comments on the Future of the Heritage Service item, highlighting the Committee's support for the recommendations set out in the Executive report.

It was noted that members of Scrutiny Panel B would be attending the East Midlands Councils Scrutiny Conference on the 4 October 2019. The Chairman would report back about the conference at the next meeting of the Board.

**39 CONSIDERATION OF CALL-INS**

None were received.

**40 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION**

None were received.

**41 REVENUE BUDGET MONITORING REPORT 2019/20**

Consideration was given to a report by the Assistant Director for Strategic Finance, which invited the Board to consider a report on Revenue Budget Monitoring 2019/20 which would be presented to the Executive on 1 October 2019.

The report compared the Council's projected expenditure with the approved budget for 2019/20, as well as explanations for any significant over or under spending.

Members were referred to Table A, which set out the Council's Revenue Budget Monitoring position as at 31 August 2019.

Members were invited to ask questions, in which the following points were noted.

- It was clarified that the underspend for Supported Accommodation was not reflective of service delivery but was a result of transformation work within the service which was providing more suitable and more cost effective accommodation. This pilot was now being extended and these changes would be reviewed as part of the budget setting for 2020.
- It was confirmed that the budget for 'Readiness for School' would be reviewed and amended if it was felt necessary.
- The Board sought assurance that the identified cost pressures were reviewed on a regular basis. Officers confirmed the cost pressures were thoroughly

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD**  
**26 SEPTEMBER 2019**

challenged as part of the on-going process and as part of the prudent financial management and budget setting process.

- In relation to the £1.553m underspend for the IMT Strategy & Support, the Board challenged the level of impact on IMT services as a result of the on-going infrastructure issues, and queried whether the estimated budget had been allocated without a full awareness of the requirements or a defined programme of work for IMT service improvements. Officers confirmed that a better awareness of requirements had since been achieved and would be reflected in future budget setting.
- The Board welcomed the openness and transparency of the report in recognising that during the current year a far stronger grip on IMT related requirements had been achieved. Members highlighted that there was a good level of awareness of the on-going technology infrastructure issues.
- The Board welcomed the significant on-going work to modernise technology and improve overall IMT performance.

**RESOLVED:**

1. That the Board support the recommendations to the Executive, as set out in the report;
2. That a summary of the comments, as above, be passed on to the Executive as part of its consideration of this item.

**42      CAPITAL BUDGET MONITORING REPORT 2019/20**

Consideration was given to a report by the Assistant Director for Strategic Finance on Capital Budget Monitoring 2019/20 which was being presented to the Executive on 1 October 2019.

The report compared the Council's projected expenditure with the approved budget for 2019/20 and provided explanations for any significant over or underspending.

Members were advised that the net capital spending was projected to be £47.824m less than the budget at the end of the financial year; and that the gross capital spending was projected to be £56.625m less than the budget at the end of the financial year.

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

- The Board questioned the slippage in the 2019/20 Capital Programme and highlighted the need to ensure effective budget profiling across the life of schemes/projects.
- Officers confirmed that the capital programme comprised schemes which often spanned a number of financial years and could be challenging to profile.
- The Board sought assurance on the reported underspends included in the report for the following schemes:- Lincoln Eastern Bypass (£7.683m underspend); Grantham Southern Relief Road (£18.155m underspend); Lincolnshire Enterprise Partnership Contribution (£10.401m underspend); Fire and Rescue and Emergency Planning Fire Fleet Vehicles and Associated

## OVERVIEW AND SCRUTINY MANAGEMENT BOARD 26 SEPTEMBER 2019

Equipment (£5.592m underspend); and IMT capital projects (£7.328m underspend).

- The Board welcomed both the detail included in the report on the reported underspends and the proposed review of spending in the autumn to realign capital budgets with current spending plans.
- The Board recommended the need for a defined programme of work for the IMT capital projects in order to ensure the required outcomes were delivered. Officers confirmed that additional assurance on the IMT capital projects would be included as part of the January 2020 capital budget monitoring report.

### RESOLVED:

1. That the Board support the recommendations to the Executive, as set out in the report;
2. That a summary of the comments, as above, be passed on to the Executive as part of its consideration of this item.

### 43 TREASURY MANAGEMENT PERFORMANCE QUARTER 1 2019 (1 APRIL - 30 JUNE 2019)

Consideration was given to a report by the Treasury Manager, which detailed the activities and performance of treasury management over the first quarter of 2019/20 (1 April to 30 June 2019), in comparison to the Treasury Management Strategy and Annual Investment Strategy 2019/2020.

Members were provided with an overview of the Interest Rate Forecast; the Investments; the Activity and Performance Quarter 1 and the Council's Borrowing for the first quarter.

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

- Members were advised that many countries were beginning to fall into a recession.
- It was noted that although the UK economy had seemed to be improving in the short term, this did not seem to be the case for the long term forecast. It was possible that the UK could be on the verge of a recession.
- It was noted that a no deal Brexit could mean that interest rates would fall and negative figures could not be ruled out.
- The Board congratulated officers on the performance of treasury management activities for the first quarter of 2019.

### RESVOLVED:

1. That the performance Treasury Management Performance be noted;
2. That the Executive Support Councillor for Resources and Communication pass the Board's comments on to the Executive Councillor for Resources and Communication.

#### 44 SCRUTINY COMMITTEE WORK PROGRAMMES

The Chairman of the Children and Young People Scrutiny Committee referred Members to Appendix A to the report, which set out the recent work undertaken by the Committee.

Members were advised that the following items were scheduled for forthcoming meetings of the Committee:

- A report on the Children's Services Inspection by Ofsted. Members were informed that Children's Services had been rated as 'outstanding' in the most recent Ofsted inspection. The report would focus on the outcomes of the inspection and the areas for improvement that had been highlighted.
- A report on the Executive response to the Transitions Scrutiny Review.
- The Inclusive Lincolnshire Strategy Progress Report.

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

- It was noted that the Children and Young People Scrutiny Committee had received a presentation on the success of the Joint Diversionary Panel and its use of restorative practice in Lincolnshire. Restorative practice was proving to be a successful solution for reducing the number of children and young people entering the formal criminal justice system.
- The Chairman of the Board suggested that reports on the national review of support for children with Special Educational Needs and Disability (SEND) as well as the overspend on Children's Centres be considered as part of the Committee's future work programme.

The Chairman of the Public Protection and Communities Scrutiny Committee then outlined the recent work undertaken by the Committee:

- The Committee had received a report on the progress and actions completed by Lincolnshire Fire and Rescue (LFR) following the inspection from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
- On 23 July 2019, the Committee had considered a report on the Future of the Heritage Service, which had been well attended by members of the public. The Committee had supported the recommendations set out to the Executive.
- Members were advised that an item on the Wainfleet Flooding Incident would be scheduled for a future meeting, once all investigations had been concluded. The item would focus on the Emergency Services' response to the incident.

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

- It was noted that the Blue Light project had been successful and that the Police service were due to move into their new premises in November 2019.

6

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD  
26 SEPTEMBER 2019**

- Officers agreed to look into the possibility of holding a meeting of the Board at the new Blue Light Centre.

RESOLVED:

That the Board was satisfied with the future work programmes of the Children and Young People Scrutiny Committee; and the Public Protection and Communities Scrutiny Committee.

45 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

The Head of Democratic Services and Statutory Scrutiny Officer presented the Board's prospective work programme.

It was noted that a report on the Reconfiguration of the Council's Enterprise Resource Planning (ERP) System would be added to the agenda for the meeting on the 28 November 2019 for pre-decision scrutiny ahead of a decision by the Executive on 3 December 2019.

The Chairman sought volunteers to form part of an informal working group to work with the officers involved and contribute to the development of the Draft Corporate Plan. Councillors R B Parker, R Wootten, Mrs W Bowkett, Mrs J Brockway, and S P Roe volunteered to be part of the informal working group.

It was agreed that the work programmes for the Adults and Community Wellbeing Scrutiny Committee and the Health Scrutiny Committee for Lincolnshire be reported to the next meeting of the Board.

RESOLVED:

That the Work Programme and amendments be agreed.

The meeting closed at 11.50 am

**Open Report on behalf of Debbie Barnes OBE, Head of Paid Service**

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>24 October 2019</b>
Subject:	<b>Draft Corporate Plan</b>

**Summary:**

This Council has an opportunity to set out its long term ambitions for the County and the strategic development needed to fulfil the expectations of our communities through a new Corporate Plan.

Our Corporate Plan will outline our vision, our strategic ambitions for our communities and for the place of Lincolnshire as well as detailing what we intend to do with our partners to achieve them.

At the meeting of the County Council on 13 September 2019, the vision and strategic ambitions were agreed and it was further agreed that the Corporate Leadership Team would work with an Overview and Scrutiny Management Board (OSMB) working group and key stakeholders in the production of the final version of the Corporate Plan.

The first of three planned meetings of the OSMB working group was held on 30 September 2019, with further meetings to be held on 29 October and 20 November. The Executive considered the feedback from the first OSMB working group meeting when it met informally on 03 October 2019. This report provides a timetable for the development and approval of the Corporate Plan, updated draft content and summarises the feedback from the first OSMB working group meeting.

**Actions Required:**

The Overview and Scrutiny Management Board is asked to:

1. Consider the feedback from the OSMB working group in Appendix A and the draft Corporate Plan content in Appendix B.
2. Discuss and agree any additional comments on the draft Corporate Plan.

## 1. Background

- 1.1. The current Council Business Plan runs from April 2019 until March 2020 and was approved by this Council in February 2019. The current plan remains largely unchanged from previous years being based on outcomes and performance measures associated with the Council's commissioning strategies.
- 1.2. A new plan is now required for 2019 and beyond. The Council is uniquely placed to lead, with our partners, on delivering a vision and the strategic ambitions for the County. The Council takes its leadership role very seriously and is committed to a proactive leadership approach, locally, regionally and nationally, to make Lincolnshire an even better place to live, work and visit.
- 1.3. Earlier in the year the Executive and the Corporate Leadership Team (CLT) attended a workshop to explore the vision and strategic ambitions for the County for the next 10 years. At this workshop a vision and a number of key strategic ambitions were identified to support the development of a 10 year Corporate Plan.
- 1.4. At the meeting of the County Council on 13 September 2019, the vision and strategic ambitions were agreed and it was further agreed that the Corporate Leadership Team would continue to develop the content of the Corporate Plan, working with an Overview and Scrutiny Management Board (OSMB) working group and key stakeholders.
- 1.5. The first of three planned meetings of the OSMB working group was held on 30 September 2019, where the group considered the Draft Corporate Plan developed by Corporate Leadership Team (CLT), and it reviewed examples from other local authorities. The feedback from the first OSMB working group meeting is summarised in Appendix A.
- 1.6. The Executive and the Corporate Leadership Team considered the feedback from the first OSMB working group meeting when it met informally on 03 October 2019. The resulting draft Corporate Plan content is shown in Appendix B.
- 1.7. The draft Corporate Plan in Appendix B does not include performance measures. These will be developed through the next phase in organisational planning, to develop Directorate Plans with objectives and priority activities for each directorate in the Council, linked to the ambitions in the Corporate Plan.
- 1.8. The following are the planned sections of the Corporate Plan document:
  - Foreword [to be developed]
  - Our vision, ambitions and approach [approved by the County Council]
  - Descriptive statistics about Lincolnshire [to be developed]
  - Ambitions – one page for each ambition, to include:
    - Ambition and 'This means we must...'[approved by the County Council]
    - Narrative to describe the ambition
    - List of items to describe what success for Lincolnshire means

- List of items to describe what the Council will do towards achieving success
- Financial summary

1.9. The headline timetable for the development and approval of the Corporate Plan is shown in the table below.

<b>Date</b>	<b>Group</b>	<b>Focus</b>
30 September	OSMB Working Group	What success looks like and measuring the Council's success
24 October	OSMB	Update from Working Group
29 October	OSMB Working Group	What the Council will deliver
Mid October – November	Council staff	How the Council can develop and improve
	External stakeholder engagement	What success looks like and what the Council will deliver
20 November	OSMB Working Group	Feedback from stakeholder engagement
28 November	OSMB	Final draft Corporate Plan presented by CLT
13 December	Council	Final Corporate Plan presented by CLT

1.10. An engagement strategy is being developed with the community engagement team. CLT is leading on stakeholder engagement, which will include the following groups and sectors, in addition to Council staff. Engagement is being planned through existing mechanisms and meetings, where possible:

- District Councils
- Health and social care sector, including Clinical Commissioning Groups (CCGs)
- Greater Lincolnshire Local Enterprise Partnership (GLLEP)
- Unions
- Public Protection partners
- One Public Estate
- Safeguarding boards
- Education sector
- Voluntary and community sector
- Town and parish groups

## 2. Conclusion

- 2.1. The draft new Corporate Plan in Appendix B outlines the vision, our approach, key strategic ambitions and the strategic developments we need to fulfil the aspirations and expectations of our communities.
- 2.2. Performance measures will be developed through the next phase in organisational planning, to develop Directorate Plans, linked to the ambitions in the Corporate Plan.
- 2.3. Stakeholder engagement will continue during October and November and the OSMB working group will be updated with resulting feedback.

## 3. Consultation

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

No

### b) Risks and Impact Analysis

N/A

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Feedback from the first OSMB working group meeting of 30 September 2019
Appendix B	Draft Corporate Plan

## 5. Background Papers

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

Document title	Where the document can be viewed
Council Business Plan (CBP) 2019/20	<a href="#">Link to CBP 19/20</a>
Report to Council on Council Business Plan 2019/20	<a href="#">Link to Council Papers February 2019</a>
Report to Council on Corporate Plan (September 2019)	<a href="#">Link to Council Papers September 2019</a>

This report was written by Verity Druce, who can be contacted on 01522 553920 or [verity.druce@lincolnshire.gov.uk](mailto:verity.druce@lincolnshire.gov.uk)

### Feedback from OSMB Working Group meeting of 30 September 2019

Overarching feedback and discussion points from the OSMB Working Group meeting on 30 September 2019 were as follows:

- The One Council theme needs to be prominent, articulating the need for a core Council culture, supported by a clear approach, values and processes, in addition to flexibility to allow for teams needing to operate differently e.g. social workers versus business support staff;
- The Council must be able to influence the outcomes of all success measures and the measures must be applicable across all elements of an ambition, as opposed to being service specific – the Directorate Plans will include more operational measures and the current areas being proposed are too detailed. As such, this element requires significant further work. In this context, OSMB have been provided with examples of Corporate Plans from Nottinghamshire, Gloucestershire and North Yorkshire County Councils for review;
- It will be important to summarise what is meant by each of the four ambitions, through a narrative;
- Stakeholder engagement should include town and parish groups and would ideally include face to face sessions with the voluntary and community sector;
- Items should be in chronological order where this is relevant e.g. education before lifelong learning.

In addition, specific comments on each of the four ambitions from the OSMB Working Group are summarised below.

#### **Ambition 1 – People and communities have high aspirations**

- Add lifelong learning;
- Clarify that the county's workforce needs to be fit for purpose for local businesses, therefore local employers should be able to recruit **locally**;
- Ensure skills and attributes are linked to people's lives rather than just for work and the economy;
- Highlight social mobility and tackling social disadvantage as an issue.

#### **Ambition 2 – People and communities have the opportunity to enjoy life to the full**

- Combine elements which duplicate the concept of thriving communities;
- Highlight that safety, securing and protection from harm is a minimum requirement;
- Include in the narrative that this ambition will mean different things to everyone and what we mean by "full" and "thriving communities";
- Highlight social isolation as an issue.

**Ambition 3 – People and communities have thriving environments**

- Highlight specific geographic areas in the county for economic and/or social growth.

**Ambition 4 – People and communities have good value council services**

- Highlight the need to engage with our communities and customers, and the Council must focus on this in terms of delivery;
- Include a focus in delivery regarding how we communicate with our communities and customers and how we receive feedback;
- Highlight the need to work with District Councils and town and parish groups;
- Ensure we do not commit to meeting everyone's needs and desires;
- Explain in the narrative that good value provides social value rather than focusing on financial value;
- If the Council is taking a 'One Council' approach, the Plan should show that Lincolnshire needs to take a 'One Lincolnshire' approach, prioritising Lincolnshire first and promoting working together to benefit the county;
- Include in the narrative about continuous improvement, being a learning organisation, and welcoming critical challenge.

## Draft Corporate Plan

### Our vision and ambitions for Lincolnshire

Our vision: *Working for a better future*

Our ambitions:

People and communities will have:

- High aspirations
- The opportunity to enjoy life to the full
- Thriving environments
- Good value council services

### Our approach:

Looking forward, we will continue to deliver or commission many of the services we currently provide as these are vital for Lincolnshire. We also have an essential role in providing leadership to help to improve our County and the quality of life our communities experience.

To lead the way on achieving this vision for the County, we are committed to:

- **Being customer focused** – understanding the key issues for Lincolnshire's people and places, to help shape services
- **Working collaboratively** – recognising our challenges and developing plans to deliver improvements together with communities and partners
- **Connecting our communities** – using infrastructure to connect people and places, including digital communications, rail and road networks
- **Advocating for Lincolnshire** – working with our partners to passionately advocate for Lincolnshire, attracting additional investment to strengthen our communities
- **Making your money go further** – providing cost effective, high quality services
- **Working creatively** – tackling our challenges and making the most of all opportunities and innovation

## ***People and communities will have high aspirations***

### **This means that we must:**

- Help neighbourhoods flourish
- Support businesses to succeed
- Help our young people achieve
- Offer additional learning options to all
- Establish high quality job, skills and development opportunities
- Protect the environment for the future

Lincolnshire is a place where everyone is ambitious and has high aspirations for their lives and their communities. We know that we have to work with others to help create the environment for this to happen. Our role in supporting our businesses to succeed is essential, to enable them to provide high quality job, skills and development opportunities for all residents of all ages and to attract people into our county. We want Lincolnshire to be a place where our young people achieve their full potential, which will only be possible if Lincolnshire is seen as a great place for starting and building a career. We know that offering additional learning options to all generations and at all stages of careers, will help everyone to be ambitious. Having high aspirations is not just about work, though – it's about our neighbourhoods and communities flourishing and it's about protecting the environment for the future. For our neighbourhoods to flourish, we will continue our focus on health and wellbeing, enabling people to live longer in better health, and we will focus on enabling communities to flourish, including working with parish and town councils.

### **Success for Lincolnshire means...**

- More people have the skills and attributes for life, enabling them to make a positive contribution to their community
- More people are in higher paid and skilled jobs
- Increased economic productivity, driven by a flexible well-trained local workforce
- Local employers help grow the skills they need in a diverse and successful environment
- More people leave education with better qualifications and skills
- Improved use and protection of our natural and built resources

### **We will lead the way with others to...**

- Enhance the skills of our communities to meet the needs of our businesses and the economy
- Grow the workforce by retaining and attracting more high skilled 18-40 year olds
- Promote healthy, inclusive and accessible employment and learning opportunities
- Champion educational excellence so every child/young person has a high quality education to succeed in life
- Deliver economic growth to create and sustain vibrant communities
- Manage the risks to our environment from climate change to protect our natural and built resources for future generations

## ***People and communities will have the opportunity to enjoy life to the full***

### **This means that we must:**

- Make sure housing feels like home
- Help those who look after others
- Support all children to have a loving home
- Give children the best possible start in life
- Provide opportunities for a fulfilling life

Lincolnshire is a place where everyone has the opportunity to live their lives to the full, enabling independence and having access to the right support at the right time. We want children to have the best possible start in life and we know that having a safe and loving home and good quality housing are essential. Collaborating and working with partners across the county, we want everyone in Lincolnshire to be given the opportunities that enable them to have a fulfilling life. We have an important role in ensuring carers are supported, helping all those who look after others, and that the county's health and care services are accessible and responsive. We want people to take good care of themselves and each other, and we want to support people to live independently for as long as possible.

### **Success for Lincolnshire means:**

- More people are able to live independently and positively contribute to their local community
- More opportunities for people to choose healthy lives
- Thriving communities voluntary and community groups, supporting people to enjoy life to the full
- Everyone enjoys a safe and secure home and is protected from harm
- Children thrive in their early years and are well prepared to start school
- Good quality, accessible services including for those in need and their carers, that make a real and lasting difference

### **We will lead the way with others to...**

- Create accommodation options for greater independence and wellbeing
- Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities
- Design an accessible and responsive health and care system within local communities which protects people and promotes wellbeing
- Deliver quality children centres, which are at the heart of our communities supporting families so their children thrive
- Promote and enable better mental health for all
- Promote the support offer to our communities to enable them to be self-sufficient and thriving

## ***People and communities will have thriving environments***

### **This means that we must:**

- Look after our places in a sustainable way
- Develop our county for a prosperous future
- Make sure families can live safely
- Provide great choice and high-quality education
- Enable opportunities to enjoy free time

Lincolnshire is a thriving county, with communities that feel empowered to continually improve all aspects of their environment. We want to build on our ambition of high aspirations and enhance Lincolnshire's strengths, to sustain and develop a prosperous future. We will work with others to enable the county to exceed its potential, making it an even better place to visit, live, relax, work and do business. A thriving county means making sure families can live safely and have access to great choice and high quality education. We want to enable everyone to have opportunities to enjoy their free time, which will mean improving our infrastructure across the county and looking after our places in a sustainable way. We have an important role in advocating Lincolnshire and in generating collective pride in our wonderful county.

### **Success for Lincolnshire means:**

- All communities are benefitting from 'clean' economic and social growth
- Better digital infrastructure, providing improved connectivity
- More businesses are at the forefront of technology, research and development
- More people visit and enjoy Lincolnshire's leisure, tourism and cultural experiences
- Lincolnshire secures more investment for a prosperous future
- Road and transport infrastructure continue to improve with better maintenance and connectivity
- Communities have accessible and high quality public services
- Safer, healthier, connected and resilient communities and businesses, working together to improve our neighbourhoods

### **We will lead the way with others to...**

- Advocate for investment in our transport and energy infrastructure, digital connectivity and schools, championing active, sustainable travel
- Deliver 'clean growth' in the right place and at the right time
- Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business
- Plan growth to benefit the whole community through connecting people, housing, employment, businesses and the natural environment
- Provide sufficient, high quality and inclusive education places locally
- Improve the safety of local communities

## ***People and communities will have good value council services***

### **This means that we must:**

- Support community spaces and travel
- Encourage innovation and be innovative ourselves
- Make the best use of buildings and funding
- Support those who need extra help, especially older residents
- Support during key life events

Lincolnshire is a place where good value council services are the norm. Lincolnshire has maintained low Council Tax levels whilst continuing to deliver effective services and intends to continue this approach. We have an essential support role for people and communities, supporting key life events, supporting those who need extra help and supporting and maximising the benefits of community spaces and travel. In order to fully deliver our role for Lincolnshire, how we operate as an organisation must continually improve and be more customer focused. We want to focus on encouraging collaboration and innovation and being innovative ourselves, to help us make the best use of all our resources, particularly our buildings and funding.

### **Success for Lincolnshire means:**

- Understanding our communities and customers
- Innovative services making best use of technology to meet the needs of our customers
- Effective and efficient partnerships operate across Lincolnshire and are responsive to emerging opportunities
- People's needs are met in a timely, responsive and efficient way
- Public sector buildings are used flexibly to benefit communities
- Communities have a strong voice and are empowered to make a difference
- High quality public services are delivered in a cost effective way

### **We will lead the way with others to...**

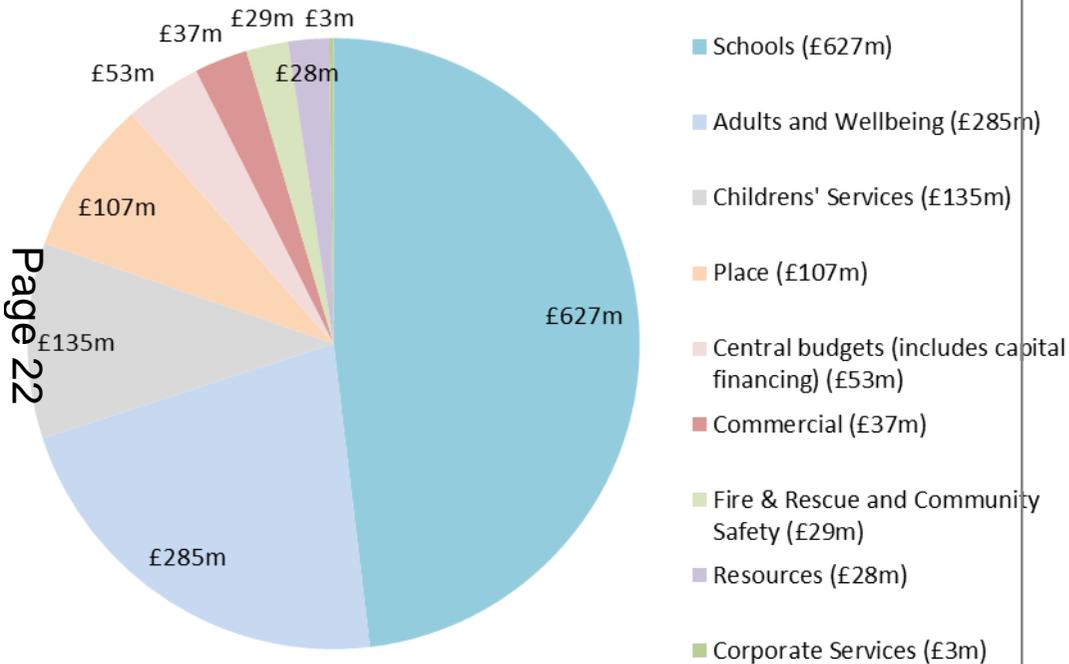
- Design our processes and services to meet customers' needs
- Shout loud and proud for Lincolnshire to achieve our ambitions
- Engage, listen and respond to our communities
- Maximise opportunities to work with others and improve service delivery
- Nurture and celebrate a forward looking, high performing, skilled and empowered workforce
- Be serious about innovation and making best use of our assets
- Get the most out of our shared public estate, to provide more community opportunities, housing, employment and accessible services
- Put our customers first, so we respond with one voice, working effectively across teams
- Be there when communities need us most, responding collaboratively to emergencies

## Our funding

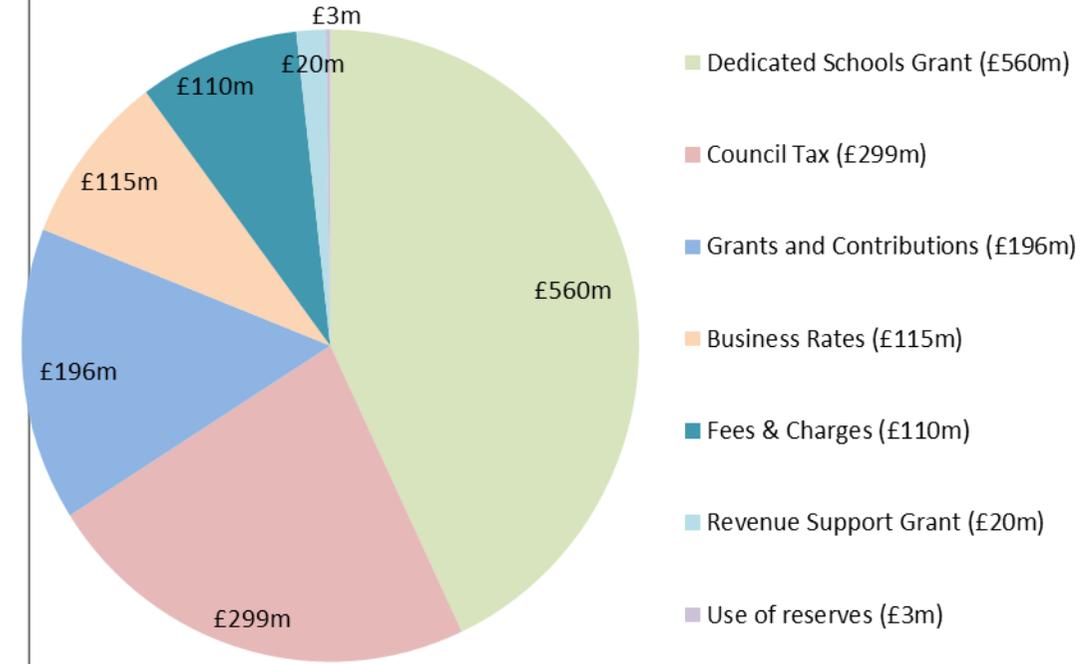
### Revenue spending

In 2019/20, the total cost of services Lincolnshire County Council provides will amount to £1,303m. A breakdown into our services and how they are funded is as follows:

### 2019/20 Cost of services (£1303m)



### 2019/20 Funding (£1303m)



### Capital Investment

The current capital programme encompasses planned spend of £119m in 2019/20 and a further £146m in future years. This is currently under review and will be refreshed to deliver further priorities in this plan in February 2020.

Key schemes being progressed are the Lincoln Eastern Bypass and Grantham Southern Relief Road. Other major areas of focus include £23m on school places, £10m for Lincolnshire Fire and Rescue, £7m on Broadband, £5m on IT and £2.6m on Flood Alleviation.

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

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>24 October 2019</b>
Subject:	<b>Review of Financial Risk Assessment</b>

**Summary:**

We last reviewed our financial risks in October 2018 and this report updates that review. It considers the outcomes from the financial risk assessment for 2018/19 and updates the risk assessment to help determine an appropriate target level for the Council's general reserves for 2020/21.

**Actions Required:**

The Overview & Scrutiny Management Board is invited to review the risk assessment and the implications for general reserves, and pass any comments to the Executive, for their consideration in making budget proposals for consultation at their meeting on 17 December 2019.

## **1. Background**

- 1.1 Our Financial Risk Register is appended to this report (**Appendix A**). It itemises each of the risks which could have a direct financial consequence for the Council in the next financial year and it also quantifies these risks in terms of potential financial cost. It should be noted that there is a substantial element of judgement in assessing these risks.
- 1.2 The net total value of these risks is £14.011m. This can be interpreted as the total cost to us if all the risks listed materialised in 2020/21 or very soon thereafter. Ideally we should maintain our general reserve at a sum at least equivalent to the net total risk (i.e. £14.011m) although it is recognised that it is unlikely that every risk would materialise over the course of one year.
- 1.3 The net total of identified risks has increased slightly compared to the last assessment which took place in October 2018 (net total risks were £13.643m).

- 1.4 The updated position includes some changes from the previous year. The main ones are:
- Demands for social care are increasing nationally, both in terms of volume and also complexity of cases. The risk relating to demand-led services has therefore been increased in terms of the risk value and the likelihood.
  - A new risk has been added relating to the government's funding reforms. These were due to be implemented from April 2020 but have been deferred until April 2021 so we are currently no clearer about our future funding levels. The government has recognised the increasing pressures on County Councils so we were optimistic that the reforms would result in increased funding, however there is currently a significant amount of political uncertainty so it would be prudent to treat this as a potential risk. Strictly speaking this risk affects the financial years 2021/22 and beyond but it has been included as the Financial Volatility Reserve would need to be maintained at a level sufficient to manage this risk (see below).
  - The risk of a capital programme overspend has been increased in terms of risk value from £5.000m to £10.000m to reflect the high level of the capital programme this year and next. However the likelihood of an overspend is maintained at "1", which means "very unlikely", and this reflects the fact that historically our capital programme has tended to underspend.
  - The likelihood of a revenue budget overspend next year has been increased from "2" (possible but unlikely) to "3" (possible, for example in view of current higher levels of risk), which recognises the amount of savings planned for in 2020/21 resulting in a tighter budget.
  - The amount in our Financial Volatility Reserve has increased since last year and the Medium Term Financial Plan shows that the likely call on this reserve has significantly reduced over the same period. However, given that government funding reforms have been delayed, it would be prudent to maintain this reserve at a reasonable level beyond 2020/21 (see above).
- 1.5 Our Financial Strategy states that we will maintain our general reserves within a range of 2.5% to 3.5% of our annual budget requirement. Our general reserves at 31 March 2019 stood at £15.850m which was equivalent to 3.5% of our budget requirement at that date.
- 1.6 Maintaining the current 2.5% to 3.5% policy would require general reserves to be within the range of £12.113m to £16.958m for 2020/21.
- 1.7 The updated assessment of financial risks implies a need for a general reserve of £14.011m which is the equivalent to 2.89% of the budget requirement. This is therefore within the current range of the policy set out in our financial strategy. It is proposed, however, that the general reserve balance should be maintained closer to the top end of the existing financial strategy range given the financial uncertainties faced by the Council beyond

April 2020. A general reserve balance of £16.000m for 2020/21 would seem more prudent which would be 3.3% of the 2020/21 budget requirement.

- 1.8 Close monitoring of the risks during the financial year will be undertaken and remedial action taken if risks being to materialise.
- 1.9 For additional information **Appendix B** to this paper sets out the financial risk register for 2018/19 and comments on the actual outcomes for each of the risks in last year's financial risk assessment.

## 2. Conclusion

- 2.1 The Overview and Scrutiny Management Board is asked to consider the updated Financial Risk Register and other relevant factors and consider any comments they wish to make to the Executive on the target level of general reserves for 2020/21.
- 2.2 The level of general reserve will then be part of the proposed budget put forward for consultation by Executive on the 17 December 2019.

## 3. Consultation

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

No

### b) Risks and Impact Analysis

N/A

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Financial Risk Register 2020/21
Appendix B	Financial Risk Register for 2018/19 Outcomes

## 5. Background Papers

Document title	Where the document can be viewed
The Council's Financial Strategy - 22 February 2019	Executive Director of Resources

This report was written by Sue Maycock, who can be contacted on 01522 553663 or [sue.maycock@lincolnshire.gov.uk](mailto:sue.maycock@lincolnshire.gov.uk).

This page is intentionally left blank

## APPENDIX A - Financial Risk Register 2020/21

Risk	Consequences	Controls & Contingencies	Residual Risk			Estimated value of reserve needed £m	
			Impact - Annual Cost £m	Likelihood			
Pay	Pay awards are 1.0% higher than assumed in the budget.	leading to increased costs	Our budget modelling* for future proposals includes a 2.0% increase in 2020/21 budgets for pay awards. It also includes a value for the National Pay Spine negotiations.	3.3	2	35%	1.155
Price Increases	Inflation for general price increases is 1.0% more than allowed in budget.	leading to increased costs	There is a 0.0% provision in 2020/21 budget model* proposals for price increases.	4.4	3	75%	3.300
Income	Increase is 1.0% less than provided for in budget.	leading to reduced income	There is some provision in our budget model* for 2020/21 for certain income increases e.g. Adult Social Care. In other areas there is no provision for increases.	1.8	3	75%	1.350
Interest rates	Longer term interest rates are 1.0% higher than assumed in the budget.	leading to increased costs on long term borrowing	Our budget modeling* assumes longer term rates of 2.525% for 2020/21.	1.2	2	35%	0.420
Demand-led Services	Demand for social care, waste disposal, home to school transport, property repairs and maintenance, highways winter maintenance, fire and rescue, coroners increase in total cost terms by (say) £15m more than budget.	leading to increased costs	Our approved budget is prepared on latest projections but, for example, a bad winter could lead to significant additional winter road maintenance or social care.	15.0	3	75%	11.250
Fair Funding Review and Business Rates Retention Reforms are less advantageous than anticipated from April 21	The Fair Funding Review and Business Rates Retention reforms were due to be implemented from April 20 and have been pushed back to April 21 amid great political uncertainty. Assumptions about increased funding may not be realistic. One-off social care funding of £5.7m has been repeated for 20/21 but may then cease.	leading to less government funding	Our budget modelling* assumptions about increases have been fairly cautious.	8.3	3	75%	6.229
Estimated savings	Target savings not achieved fully in 2020/21.	leading to increased costs	Achieving fully the high level of savings required within the year will be very challenging. Based on our initial work, the Council's 2020/21 budget is likely to include an estimated savings target of £16.3m. Monthly budget monitoring arrangements should highlight any potential budget pressures to allow corrective actions to be taken. Savings are likely to be low impact.	16.3	2	35%	5.720
Income budgets	Income from charges is 10% less than estimated.	leading to reduced income	Budgets will be set on past experience and future expectations.	16.2	2	35%	5.670
Costs of change	A provision has been made within the Council's budget for redundancy costs. The Council will no longer use Capital Receipts flexibly to fund transformation in 2020/21. Some transformation costs are included within service budgets, and earmarked reserves can be used to fund transformation. However the full cost of transformation is not yet known. Provision for service transformation is insufficient by say £2m.	leading to increased costs	Our initial work on budget savings required for the 2020/21 budget suggests it is unlikely to lead to significant redundancies, however service transformation is expected to happen in some areas. If costs are in excess of the current budget the additional costs could be funded from the Council's Contingency Budget, Financial Volatility Reserve or from other earmarked reserves.	2.0	3	75%	1.500
Capital Programme	The programme exceeds by (say) £10m the funding available, leading to use of additional revenue funding.	leading to increased costs	It is normal for the Capital Programme to be underspent, not overspent. An overspend would be funded by taking additional borrowing.	10.0	1	10%	1.000

## APPENDIX A - Financial Risk Register 2020/21

Risk	Consequences	Controls & Contingencies	Residual Risk			Estimated value of reserve needed £m	
			Impact - Annual Cost £m	Likelihood			
Current financial management arrangements	Overspend of 2% in Budget Requirement.	leading to increased costs	There are clear, written financial management procedures, regular staff training, good financial systems including monitoring information, and regular reporting to budget-holders, directorate management teams and the Executive. There have not been substantial overspendings in recent years other than on demand led services, however, as budgets are tightened overspending may be more likely to occur.	9.7	3	75%	7.268
Schools Expenditure	Overspend of 1% in Schools budget expenditure.	leading to increased costs	Schools expenditure covered by Dedicated Schools Grant. The County Council could be required to provide financial support if there were a major problem.	4.3	1	10%	0.430
General Claims against the Council	Claims total £5m more than provided for in budget.	leading to increased costs	Extent of loss is limited by insurance arrangements. There is also an Insurance Reserve, the balance of this stood at £5.237m at 31 March 2019.	5.0	3	75%	3.750
Bad Debts	Write-off of debts of 1%	leading to reduced income	The Council has a good record of income collection with a low level of debt write-offs.	1.3	1	10%	0.130
Treasury management	Default on loans from the Council	Reduction in the Council's cash balances	Authorised lending for Treasury Investments list restricted to lowest risk institutions with individual limits. The Council's lending policy is low risk.	25.0	1	10%	2.500
Loans to Other Bodies for Service Purposes	Default on loans from the Council	Reduction in the Council's cash balances	The Council has made loans to other bodies for service purposes and these carry a higher risk of default than Treasury loans, particularly given IFRS9 implications.	2.4	2	35%	0.840
Major emergencies or disasters	Such an event with a cost of (say) £5m	leading to increased costs	The government provides financial support under the Bellwin scheme for major emergencies or disasters. However, there is no automatic entitlement to financial assistance and where it is given it will not normally cover all the costs incurred.	5.0	1	10%	0.500
							<b>53.011</b>
Contingency Provision	The contingency provision may offset some of the increased costs noted above e.g. price increases above that allowed in budgets.		Historically our budget includes a contingency provision of £3.0m p.a.	-3.0	4	100%	-3.000
Financial Volatility Reserve	At the end of 2011/12 the Council established a financial volatility reserve to help the Council deal with the future uncertainties around local government funding.		At the end of 2019/20 it is estimated that the balance in the FVR will stand at £55m. It is currently estimated that we will need around £7m from the reserve to balance future years' budgets which means that there will be approximately £48m left to fund these risks. In addition there may be an underspend in the current year which could be applied to the FVR at the year end.	-48.0	3	75%	-36.000
							<b>-39.000</b>
							<b>14.011</b>

### Key To Likelihood Scores:

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

\* our budget modelling calculations, which will support the Executive in recommending a budget to Council.

## APPENDIX B - Financial Risk Register 2018/19 - Outcomes

Risk	Consequences	Controls & Contingencies	Residual Risk			Estimated value of reserve needed £m	Review Comments	
			Impact - Annual Cost £m	Likelihood				
Pay	Pay awards are 1.0% higher than assumed in the budget.	leading to increased costs	There is a 1.0% provision in 2018/19 budgets for pay awards with the exception of Fire Fighters where there is a 3% provision. The Council has also made a budget provision for the National Pay Spine negotiations.	1.8	2	35%	0.630	A pay award of 1% was made for 2018/19 with the exception of 3% pay award for fire fighters .
Price Increases	Inflation for general price increases is 1.0% more than allowed in budget.	leading to increased costs	There is a 0.0% provision in 2018/19 budgets for price increases.	3.6	3	75%	2.700	Inflation for 2018/19 saw a slight fall from 2.4% (CPI) in May 2018 to 2.0% (CPI) in May 2019, this was above the budgeted rate of 0%. This will have been managed by budget holders within individual budget areas.
Income	Increase is 1.0% less than provided for in budget.	leading to reduced income	There is a 0.0% provision in 2018/19 for income increases.	1.0	2	35%	0.350	The Council's budget for 2018/19 included other income from fees and charges, actual income received was in line with this budget
Interest rates	Longer term interest rates are 1.0% higher than assumed in the budget.	leading to increased costs on long term borrowing	The budget assumes longer term rates at 4.0% for 2018/19.	0.8	1	10%	0.080	The actual cost of long term borrowing for 2018/19 was 3.965%, which was below the assumed rate of 5.0%. The cost of borrowing was less than anticipated.
Demand-led Services	Demand for social care, waste disposal, home to school transport, property repairs and maintenance, highways winter maintenance, fire and rescue, coroners increase in total cost terms by (say) £10m more than budget.	leading to increased costs	Budget prepared on latest projections but, for example, a bad winter could lead to significant additional winter road maintenance or social care.	10.0	2	35%	3.500	The Council overall service budgets underspent by £8.658m.
Estimated savings	Target savings not achieved fully in 2018/19.	leading to increased costs	Achieving fully the high level of savings required within the year will be very challenging. The Council's 2018/19 budget includes an estimated savings target of £30.8m. Monthly budget monitoring arrangements should highlight any potential budget pressures to allow corrective actions to be taken.	30.8	2	35%	10.795	Overall service budgets underspent in 2018/19 by £8.658m. In 2019/20 savings are being closely monitored to ensure these are delivered.
Income budgets	Income from charges is 10% less than estimated.	leading to reduced income	Budgets are set on past experience and future expectations.	6.8	2	35%	2.380	See point 3 above
Costs of change	A provision has been made within the Council's budget for redundancy costs. The Council also plans to use £8m of Capital Receipts Flexibly to fund transformation in 2018/19. Other costs of transformation are included within service budgets. Provision for service transformation is insufficient by say £2m.	leading to increased costs	The current budget savings required for the 2018/19 budget may lead to costs associated with redundancies and service transformation. If costs are in excess of the current budget the additional costs could be funded from the Council's Contingency Budget, Financial Volatility Reserve or from the use of Capital Receipts, which from 2016/17 can be used to fund the cost of service transformation.	2.0	3	75%	1.500	The target of £8m for capital receipts to be used to fund revenue transformation costs was not achieved (it fell short by £0.843m). In addition the value of revenue transformational expenditure was less than anticipated by £3.368m. Total variance was £4.211m
Capital Programme	The programme exceeds by (say) £5m the funding available, leading to use of additional revenue funding.	leading to increased costs	It is normal for the Capital Programme to be underspent, not overspent. An overspend would be funded by taking additional borrowing.	5.0	1	10%	0.500	The net capital programme for 2018/19 was reduced by £3.272m during the year due to rephasing into future years. At year end the revised capital programme was underspent by £50.108m.
Current financial management arrangements	Overspend of 2% in Budget Requirement.	leading to increased costs	There are clear, written financial management procedures, regular staff training, good financial systems including monitoring information, and regular reporting to budget-holders, directorate management teams and the Executive. There have not been substantial overspendings in recent years other than on demand led services, however, as savings targets increase overspending may be more likely to occur.	8.2	2	35%	2.870	Overall service revenue spending, excluding schools, was underspent by £8.658m or 2.1%.
Schools Expenditure	Overspend of 1% in Schools budget expenditure.	leading to increased costs	Schools expenditure covered by Dedicated Schools Grant. The County Council could be required to provide financial support if there were a major problem.	4.8	1	10%	0.480	Schools budgets were underspent by £21.000m or -4.0% of the schools budget.

## APPENDIX B - Financial Risk Register 2018/19 - Outcomes

Risk	Consequences	Controls & Contingencies	Residual Risk			Estimated value of reserve needed £m	Review Comments	
			Impact - Annual Cost £m	Likelihood				
General Claims against the Council	Claims total £5m more than provided for in budget.	leading to increased costs	Extent of loss is limited by insurance arrangements. There is also an Insurance Reserve, the balance of this stood at £4.487m at 31 March 2017.	5.0	2	35%	1.750	The Council's insurance budget shows a deficit of £1.864m. The insurance fund is designed to enable the Council to 'self-insure' its insurable risks over the long term. The Council proposed to transfer £0.500m to the Insurance fund reserve to use in future years. This will give a balance of £5.737m to carry forward into 2019/20.
Bad Debts	Write-off of debts of 1%	leading to reduced income	The Council has an excellent record of income collection with a very low level of debt write-offs.	0.9	1	10%	0.090	The Council wrote off £416,397.56 or 0.003% of debt raised in 2018/19.
Treasury management	Default on loans from the Council	Reduction in the Council's cash balances	Authorised lending list restricted to lowest risk institutions with individual limits. The Council's lending policy is low risk.	25.0	1	10%	2.500	No problems were experienced with loans made by the Council in 2018/19.
Major emergencies or disasters	Such an event with a cost of (say) £5m	leading to increased costs	The government provides financial support under the Bellwin scheme for major emergencies or disasters. However, there is no automatic entitlement to financial assistance and where it is given it will not normally cover all the costs incurred.	5.0	1	10%	0.500	No major emergencies were experienced in 2018/19.
							<b>30.625</b>	
Contingency Provision	The contingency provision may offset some of the increased costs noted above e.g. price increases above that allowed in budgets.	Budgets include a contingency provision of £3.0m p.a.		-3.0	4	100%	-3.000	The contingency budget for 2018/19 was set at £3.000m. During the year £1.308m of this was utilised.
Financial Volatility Reserve	At the end of 2011/12 the Council established a financial volatility reserve to help the Council deal with the future uncertainties around local government funding.		At the end of 2017/18 it is estimated that the balance in the reserve will stand at £43.339m it is currently estimated that we will use £18.464m from the reserve to balance the 2018/19 budget and £19.861m in 2019/20. This will leave £5.014m in the reserve. The £5.014m could be used to address any items arising in 2018/19, the £19.861m currently planned for use in 2019/20 could be utilised in 2018/19, but further savings would need to be identified in 2019/20.	-5.0	4	100%	-5.000	The Council planned to use £5.076m from the Financial Volatility Reserve to balance the budget in 2018/19 but none of this required as there was an overall underspend. As at 31 March 2019 the Council planned to use £3.087m to balance the 2019/20 budget and has £45.595m available for future uncertainties in 2020/21 and beyond.
				Risk if planned future savings for 2019/20 are utilised in 2018/19	-19.9	2	35%	-6.965
Revenue Funding of Capital	Borrowing in place of revenue funding would allow approximately £0.6m, net of debt charges, to be made available for revenue spending.	This would require the Council to alter its policy on capital funding.		-0.6	3	75%	-0.450	The Council took £40m of external borrowing during 2018/19 to finance the Capital Programme. The Council continued in 2018/19 to use a mixed approach of using internal balances and external borrowing to finance the Capital Programme.
							<b>-15.415</b>	
							<b>15.210</b>	

### Key To Likelihood Scores:

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

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

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>24 October 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>Health Scrutiny Committee for Lincolnshire</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 since its last report. This report focuses on the following two committees: -

- the Adults and Community Wellbeing Scrutiny Committee; and
- the Health Scrutiny Committee for Lincolnshire.

**Actions Required:**

- (1) To consider if the Board is satisfied with the previous activity and the content of the planned future work programmes of:
- the Adults and Community Wellbeing Scrutiny Committee; and
  - the Health Scrutiny Committee for Lincolnshire.

## 1. Background

### Role of the Board

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.

## Reporting Timetable

The table below sets out the proposed reporting timetable until May 2020: -

Scrutiny Committee	Monitoring Date	Monitoring Date	Monitoring Date
Adults and Community Wellbeing	29 Aug 2019	24 Oct 2019	26 Mar 2020
Health			
Children and Young People	26 Sept 2019	19 Dec 2019	30 Apr 2020
Public Protection and Communities			
Environment and Economy	19 Dec 2019	27 Feb 2020	28 May 2020
Highways and Transport			
Flood and Water Management			

The work programmes of two committees are normally considered at each meeting, except when the Flood and Water Management Scrutiny Committee is due for consideration.

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

## **2. Conclusion**

The Board is asked to consider whether it is satisfied with the previous activity and the planned work programmes of the Adults and Community Wellbeing Scrutiny Committee; and the Health Scrutiny Committee for Lincolnshire.

**3. 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	Health Scrutiny Committee for Lincolnshire – Highlights of Activity and Future Work Programme

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

This report was written by 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)

**ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE  
HIGHLIGHTS OF ACTIVITY AND FUTURE WORK PROGRAMME**

**Activity Highlights Since Last Report to the Board on 29 August 2019**

The Adults and Community Wellbeing Scrutiny Committee has met on two occasions (*4 September and 9 October 2019*) since it last reported to this Board on 29 August 2019. The following activities are highlighted from these two meetings:-

Housing Related Support Services

On 4 September 2019, the Committee considered a report on housing related support services, with proposals to the Executive for the recommissioning several contracts, including support for emergency and non-emergency accommodation. These services support people who are currently homeless or at risk of losing their home and help people with their immediate housing need and to regain or sustain their independence. There are also contracts for two domestic abuse refuges and mental health crisis houses.

The Committee agreed to support the four recommendations to the Executive, after making clarifications on the eligibility for the reconfigured service; the rough sleeper street outreach service; and the charities sector. On 1 October, the Executive approved the proposals.

Wellbeing Service

On 4 September, an update on the wellbeing service was considered. This had been recommissioned by Lincolnshire County Council on a five year contract beginning on 1 April 2018. The service is delivered by Wellbeing Lincs, a consortium of all seven district councils, with East Lindsey District Council as the lead provider.

The service is available to individuals aged 18 years who meet the eligibility criteria and is designed to promote confidence and resilience to support individuals to live independently for longer. Following assessment, the range of services offered includes individualised generic support, simple aids to daily living, minor adaptations, 24-hour responder provision and signposting.

One You Lincolnshire

On 9 October the Committee considered a presentation on *One You Lincolnshire*, which since 1 July 2019 has provided information and support on the four lifestyle behaviours with the greatest impact on health and wellbeing: smoking of tobacco; physical inactivity; obesity; and excess alcohol consumption. The service is estimated to reach approximately 17,000 people.

The service will target eligible adults aged 18 and over, with the long term conditions or people at risk of serious diseases; or people, who require support for smoking cessation or weight management prior to surgery. The service can also be accessed following a carer's assessment.

The Committee noted the outcomes and measures to be delivered by the service are: reduction in obesity prevalence (5% weight loss); increased participation in physical activity; reduction in smoking prevalence; and increased number of people drinking sensibly. The Committee is pleased with the progress to date and will receive a performance update in one year's time.

### Team Around the Adult

On 9 October, the Committee considered a presentation on *Team Around the Adult*, which is being developed by the Lincolnshire Adult Safeguarding Board and the Lincolnshire Public Protection Board. There are similarities to the *Team Around the Child* in operation in Children's Services. There is an ambition is to have a *Team Around the Adult* process operating across each district council area by July 2020.

Resources have been secured to fund a team to provide an oversight of a number of projects across districts that will inform the operating procedures and eligibility criteria for the *Team Around the Adult* support. District councils have expressed a wish to explore the development of the *Team Around the Adult* process linked to the existing *Vulnerable Adult Panels*. The Committee has requested further information on the development of the initiative, which will be will be presented in May 2020.

### Future Meetings

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

<b>27 November 2019 – 10.00am</b>	
<i>Item</i>	<i>Contributor(s)</i>
Agreement with Lincolnshire Partnership NHS Foundation Trust under Section 75 of the National Health Service Act 2006 ( <i>Executive Decision – 3 December 2019</i> )	Lorraine Graves, Interim Head of Mental Health Services
Direct Payments Support Service ( <i>Executive Councillor Decision – Between 2 and 3 December 2019</i> )	Alexander Craig, Commercial and Procurement Manager – People Services
Re-Commissioning of the Multi-Purpose Block Bed Provision ( <i>Executive Councillor Decision – Between 2 and 9 December 2019</i> )	Alexander Craig, Commercial and Procurement Manager – People Services
Recommissioning of Lincolnshire Advocacy Services ( <i>Executive Councillor Decision – Between 2 and 9 December 2019</i> )	Marie Kaempfe-Rice, Senior Commercial and Procurement Officer

<b>27 November 2019 – 10.00am</b>	
<i>Item</i>	<i>Contributor(s)</i>
Adult Care and Community Wellbeing Performance Report - Quarter 2 2019/20	Katy Thomas, County Manager - Performance & Intelligence, Adult Care and Community Wellbeing
Adult Care and Community Wellbeing Budget Monitoring 2019/20	Pam Clipson, Head of Finance, Adult Care and Community Wellbeing
Homes for Independence Strategy	Kevin Kendall, Assistant Director County Property Semantha Neal, Head of Prevention and Early Intervention

<b>15 January 2020 – 10.00am</b>	
<i>Item</i>	<i>Contributor(s)</i>
Adult Care and Community Wellbeing Budget Proposals 2020-21	Pam Clipson, Head of Finance, Adult Care and Community Wellbeing
Better Care Fund	Pam Clipson, Head of Finance, Adult Care and Community Wellbeing
Care Quality Commission Update	Deanna Westwood, Inspection Manager, Care Quality Commission
Rural and Coastal Communities in Lincolnshire	Derek Ward, Director of Public Health
New Ways of Working in Social Care	Glen Garrod, Executive Director, Adult Care and Community Wellbeing
Annual Report of the Director of Public Health	Derek Ward, Director of Public Health

<b>26 February 2020 – 10.00am</b>	
<i>Item</i>	<i>Contributor(s)</i>
Adult Care and Community Wellbeing Performance Report - Quarter 3 2019/20	Katy Thomas, County Manager - Performance & Intelligence, Adult Care and Community Wellbeing
Adult Care and Community Wellbeing Budget Monitoring 2019/20	Pam Clipson, Head of Finance, Adult Care and Community Wellbeing

<b>26 February 2020 – 10.00am</b>	
<i>Item</i>	<i>Contributor(s)</i>
Home Care Service ( <i>Executive Councillor Decision – date to be advised</i> )	Alina Hackney, Senior Strategic Commercial and Procurement Manager Alexander Craig, Commercial and Procurement Manager – People Services
Home-based Reablement Service ( <i>Executive Councillor Decision – date to be advised</i> )	Alina Hackney, Senior Strategic Commercial and Procurement Manager Carl Miller, Commercial and Procurement Manager – People Services

<b>1 April 2020 – 10.00am</b>	
<i>Item</i>	<i>Contributor(s)</i>
Day Opportunities	Justin Hackney, Assistant Director, Specialist Services and Safeguarding
Mental Health – Community Based Model	Justin Hackney, Assistant Director, Specialist Services and Safeguarding

<b>13 May 2020 – 10.00am</b>	
<i>Item</i>	<i>Contributor(s)</i>
Team Around the Adult – Update on Developments	Justin Hackney, Assistant Director, Specialist Services and Safeguarding

<b>1 July 2020 – 10.00am</b>	
<i>Item</i>	<i>Contributor(s)</i>
Adult Care and Community Wellbeing Performance Report - Quarter 4 2019/20	Katy Thomas, County Manager - Performance & Intelligence, Adult Care and Community Wellbeing
Adult Care and Community Wellbeing Budget 2019-20 – Outturn Report	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
- Managed Care Network for Mental Health (*Considered 11 April 2018*)
- 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
- Future Funding of Adult Social Care

**HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE  
HIGHLIGHTS OF ACTIVITY AND FUTURE WORK PROGRAMME**

**Activity Highlights Since Last Report to the Board on 29 August 2019**

The Health Scrutiny Committee for Lincolnshire has met on two occasions (18 September and 16 October 2019) since it last reported to this Board on 29 August 2019. The following activities from these two meetings are highlighted: -

Healthy Conversation 2019: Cases for Change and Emerging Options

The *Healthy Conversation 2019* engagement exercise, which was launched by the local NHS in March 2019, has continued to dominate the Committee's agenda. Since May 2019, the Committee has considered the following elements (with the eight acute services review items marked with an asterisk): -

- Urgent and Emergency Care (\*) - 15 May
- Women's and Children's Services (\*) - 12 June
- Breast Services (\*) - 12 June
- Stroke Services (\*) - 12 June
- Mental Health, Learning Disability and Autism Services - 10 July
- Grantham Medical Beds (\*) - 18 September
- Trauma and Orthopaedics (\*) - 18 September
- General Surgery Services (\*) - 18 September
- Haematology and Oncology (\*) - 16 October
- Integrated Community Care - 16 October

The NHS emphasises the difference between engagement and public consultation. In each of the above, the Committee has submitted its initial views to the local NHS. Once the engagement exercise closes on 31 October 2019, the local NHS will plan for public consultation in 2020 on the eight acute services review items, where there is an expectation of a "substantial development or variation" in the NHS service provided. The Committee's submission of initial views will not prejudice the Committee's role as a statutory consultee, when the full public consultation takes place in 2020.

In addition, the Committee has received general update reports from the local NHS on *Healthy Conversation*. The Committee focused on the capital funding required to deliver the proposed changes in Lincolnshire. It was reported that £21 million of capital had been announced for Pilgrim Hospital, which would fund the refurbishment of Pilgrim A&E, including resuscitation rooms, and further facilities for primary care streaming. The NHS in Lincolnshire requires a further £81 million to undertake all the developments planned, although approximately £50 million is required for acute services review items. In addition, there is a long-term backlog in repairs and maintenance of buildings requiring a further £236 million, although in recent years local NHS organisations have directed their repair and maintenance allocations to front-line patient services.

The Committee has also recorded its concerns on the reach of the engagement activity, with only a few hundred people attending the engagement events. It is understood that the NHS will be sending a leaflet to all Lincolnshire households when the formal public consultation begins in 2020.

### Community Pain Management Service

On 16 October the Committee is due to consider an update on the Community Pain Management Service, which has been provided by Connect Health since 1 April 2019. Prior to this the pain service was delivered in acute hospitals. The report to the Committee identifies several issues with the mobilisation of the contract with Connect Health, such as the transfer of patient details by the hospital trusts to Connect Health. In some instances, hospital trusts discharged patients to their GPs rather than referring to Connect Health.

The CCGs have stated that new service has been commissioned in accordance with guidelines issued by the National Institute for Health and Care Excellence (NICE), which indicates that a number of procedures, previously offered by the acute hospitals are of limited clinical value. These procedures include lignocaine infusions, facet joint injections, acupuncture and the prescribing of ketamine.

In addition the report refers to service provided by Connect Health, particularly in the Spalding and Stamford areas, and issues with its referral management centre, whose staff had no idea of Lincolnshire's geography, with patients offered appointments at some distance. Members of the public have expressed concerns over the 'workshop' approach adopted by Connect Health, where patients meet in groups, and then are advised to book online for further treatment. There are reports of one patients seeking private treatment as they are unable to get the support from the NHS to manage their pain.

### Haematology and Oncology

On 16 October, the Committee is due to consider an item on haematology and oncology, which is in two parts: the first section is on Lincolnshire's cancer strategy in response to the NHS Long Term Plan. The second part of the report describes the case for change and the emerging option for oncology and haematology as part of the Lincolnshire acute services review.

Cancer is the most common cause of premature death and the incidence rate for all cancers has increased by 30% since the late 1970s. The one-year survival rate for all cancer patients diagnosed in 2015 in Lincolnshire was 71.4%, which is below the England average at 72.3%. The plan in Lincolnshire is to focus on improving screening and early diagnosis, with 75% of patients diagnosed at stages 1 or 2. The plan is to improve one year survival rates to 79% by 2024. Lincolnshire's NHS also plans to focus on the experience of patients following diagnosis, as more patients are living with cancer in the longer term.

In the second part of the report, the emerging option for haematology and oncology is explained. This includes the consolidation of haematology and oncology inpatient activity at the Lincoln County Hospital, with Pilgrim Hospital, Boston, and Lincoln County Hospital providing an acute oncology service for patients needing urgent

attention. Day case chemotherapy would continue at Grantham and District Hospital, Pilgrim Hospital, Boston, and at Lincoln County Hospital, with the mobile chemotherapy service operating at other locations across the county

As indicated above, the Committee will be asked to submit its initial comments on this emerging option as part of the *Healthy Conversation 2019* engagement exercise.

### Urgent and Emergency Care

As stated above, urgent and emergency care was considered as part of the *Healthy Conversation 2019* on 15 May 2019. In addition, the Committee is due to consider on 16 October a report on the impact of the overnight closure of Grantham A&E on Peterborough City Hospital. This follows a reference to the increased impact on services at Peterborough City Hospital in the annual report for 2018/19 of North West Anglia NHS Foundation Trust, which runs this hospital. The outcome of the Committee's consideration will be reported at the meeting.

### Future Meetings

The Committee's future work programme is set out below.

<b>13 November 2019 – 10 am</b>	
<i>Item</i>	<i>Contributor</i>
United Lincolnshire Hospitals NHS Trust: Care Quality Commission Update	Senior Management Representatives from United Lincolnshire Hospitals NHS Trust
Mental Health Update: (a) Older Adult Services (b) Child and Adolescent Mental Health Services (To be confirmed)	Jane Marshall, Director of Strategy, Lincolnshire Partnership NHS Foundation Trust
Community Pharmacy Contractual Framework (2019/20 - 2023/24)	Contributors to be confirmed
General Dental Services and Orthodontic Services Update	Contributors to be confirmed

<b>18 December 2019 – 10 am</b>	
<i>Item</i>	<i>Contributor</i>
United Lincolnshire Hospitals NHS Trust: Children and Young People Services Update	Senior Management Representatives from United Lincolnshire Hospitals NHS Trust
NHS Long Term Plan – Local Implementation	Representatives from the Lincolnshire Sustainability and Transformation Partnership
Non-Emergency Patient Transport	Representatives from Lincolnshire West Clinical Commissioning Group
Annual Report of the Director of Public Health	Derek Ward, Director of Public Health, Lincolnshire County Council

<b>22 January 2020 – 10 am</b>	
<i>Item</i>	<i>Contributor</i>

<b>19 February 2020 – 10 am</b>	
<i>Item</i>	<i>Contributor</i>

<b>25 March 2020 – 10 am</b>	
<i>Item</i>	<i>Contributor</i>

Items to be Programmed

- Developer and Planning Contributions for NHS Provision
- CCG Role in Prevention
- Lincolnshire Acute Services Review – Formal Consultation Elements: -
  - Breast Services
  - General Surgery Services
  - Haematology and Oncology Services
  - Medical Services / Acute Medicine (Grantham and District Hospital)
  - Stroke Services
  - Trauma and Orthopaedic Services
  - Urgent and Emergency Care Services
  - Women’s and Children’s Services
- Lincoln Medical School – Impact on NHS in Lincolnshire

This page is intentionally left blank

## Policy and Scrutiny

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

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>24 October 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 Board's consideration to ensure that all key decisions are scrutinised by the relevant scrutiny committee.

## **2. Conclusion**

The Board is invited to review, consider and comment on its proposed work programme for the coming year, which is attached at Appendix A to this report. The Board may 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>24 October 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Draft Corporate Plan	Verity Druce, Commercial Manager	Policy Development
Review of Financial Risk Assessment	Dave Simpson, Head of Finance - Technical and Development	Budget 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>28 November 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Draft Corporate Plan	Verity Druce, Commercial Manager	Policy Development (Council decision on 13 December 2019)
Reconfiguration of the Council's ERP system	Andrew McLean, Interim Assistant Director, Corporate Services	Pre-Decision Scrutiny (Executive decision on 3 December 2019)
Performance Reporting against the Council Business Plan 2019/20 - Quarter 2	Jasmine Sodhi, Performance and Equalities Manager	Pre-Decision Scrutiny (Executive decision on 3 December 2019)
Formation of a Company for Legal Services	David Coleman, Chief Legal Officer	Pre-Decision Scrutiny (Executive decision on 3 December 2019)

<b>28 November 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director Commercial Arnd Hobohm, Serco Contract Manager John Wickens, Interim Assistant Director ICT	Performance Scrutiny
Treasury Management Performance Quarter 2 (1 July to 30 September 2019)	Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Performance Scrutiny

<b>19 December 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Scrutiny Panel B: <i>Review of Overview and Scrutiny – Interim Update</i>	Cllr Angela Newton, Chairman of Scrutiny Panel B	Scrutiny Review Activity
Update on the Council People Management and Workforce Plan	Fiona Thompson, Head of Human Resources	Performance Scrutiny
Property Services Contract Update	Kevin Kendall, Assistant Director – Corporate Property Stuart Wright, Contract Manager	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 Kendrick, Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper, Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

<b>19 December 2019</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
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 Wendy Bowkett, Chairman of Environment and Economy Scrutiny Committee  Cllr Bob Adams, Chairman of Highways and Transport Scrutiny Committee  Cllr Paul Skinner, Chairman of the Flood and Water Management Scrutiny Committee	Performance Scrutiny

<b>30 January 2020</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Final Draft Council Business Plan 2020/21	Jasmine Sodhi, Performance and Equalities Manager	Pre-Decision Scrutiny (Executive Decision on 4 February 2020)
Revenue Budget Monitoring Report 2019/20	Michelle Grady, Assistant Director for Strategic Finance	Pre Decision Scrutiny (Executive decision on 4 February 2020)
Capital Budget Monitoring Report 2019/20	Michelle Grady, Assistant Director for Strategic Finance	Pre Decision Scrutiny (Executive decision on 4 February 2020)
Service Budget Proposals 2020/21	Michelle Grady, Assistant Director for Strategic Finance	Budget Scrutiny (Council Decision on 28 February 2020)
Capital Strategy 2020/21	Sue Maycock, Head of Finance - Corporate  Michelle Grady, Assistant Director for Strategic Finance	Pre-Decision Scrutiny (Executive decision on 4 February 2020)
Financial Strategy	Sue Maycock, Head of Finance - Corporate  Michelle Grady, Assistant Director for Strategic Finance	Pre-Decision Scrutiny (Executive decision on 4 February 2020)

<b>30 January 2020</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Council Budget 2020/21	Michelle Grady, Assistant Director for Strategic Finance	Budget Scrutiny (Council Decision on 28 February 2020)

<b>27 February 2020</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Performance Reporting against the Council Business Plan 2019/20 - Quarter 3	Jasmine Sodhi Performance and Equalities Manager	Pre-Decision Scrutiny (Executive decision on 3 March 2020)
Treasury Management Performance Quarter 3 (1 October 2019 to 31 December 2019)	Karen Tonge Treasury Manager Chris Scott, Link Asset Services	Performance Scrutiny
Treasury Management Strategy Statement and Annual Investment Strategy 2020/21	Karen Tonge Treasury Manager Chris Scott, Link Asset Services	Pre-Decision Scrutiny (Executive Councillor Decision TBC)
Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director Commercial Arnd Hobohm, Serco Contract Manager John Wickens, Interim Assistant Director ICT	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 Wendy Bowkett, Chairman of Environment and Economy Scrutiny Committee Cllr Bob Adams, Chairman of Highways and Transport Scrutiny Committee	Performance Scrutiny

<b>26 March 2020</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>30 April 2020</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Overview and Scrutiny Annual Report	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Performance Scrutiny
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> <li>• Children and Young People Scrutiny Committee</li> <li>• Public Protection and Communities Scrutiny Committee</li> </ul>	Cllr Robert Kendrick, Chairman of Children and Young People Scrutiny Committee  Cllr Nigel Pepper, Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

<b>28 May 2020</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director Commercial  Arnd Hobohm, Serco Contract Manager  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

<b>28 May 2020</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
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 Wendy Bowkett, Chairman of Environment and Economy Scrutiny Committee  Cllr Bob Adams, Chairman of Highways and Transport Scrutiny Committee  Cllr Paul Skinner, Chairman of the Flood and Water Management Scrutiny Committee	Performance Scrutiny

<b>02 July 2020</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Review of Financial Performance 2019/20	Dave Simpson, Head of Finance - Technical and Development	Pre-Decision Scrutiny (Executive decision on 7 July 2020)
Treasury Management Annual Report 2019/20	Karen Tonge, Treasury Manager  Chris Scott, Link Asset Services	Performance Scrutiny
Performance Reporting against the Council Business Plan 2019/20 - Quarter 4	Jasmine Sodhi, Performance and Equalities Manager	Pre-Decision Scrutiny (Executive decision on 7 July 2020)
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

**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 16 October 2019)

## Current Reviews

<b>Scrutiny Panel A</b>	<b>Membership</b>	<b>Completion Date</b>
	Councillors L Wootten (Chairman), S R Parkin (Vice Chairman)	

<b>Scrutiny Panel B</b>	<b>Membership</b>	<b>Completion Date</b>
Review of Overview and Scrutiny	Councillors Mrs A Newton (Chairman), A H Turner (Vice Chairman), B Adams, C Matthews, R B Parker, S P Roe, M A Whittington and R Wootten Councillor B Young (Executive Non-Voting Added Member)	Overview and Scrutiny Management Board – 19 December 2019 (Interim Report) Overview and Scrutiny Management Board – 26 March 2020 (Final Report) Executive – 5 May 2020

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 16 October 2019)

Committee	Working Group	Membership
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 N Stokes and Mrs C A Talbot; and added member: Mr S Rudman
Overview and Scrutiny Management Board	Draft Corporate Plan	Councillors Mrs W Bowkett, Mrs J Brockway, R B Parker, S P Roe and R Wootten
Highways and Transport Scrutiny Committee	CCTV Parking Enforcement Pilot Scheme	Councillors B Adams, C J T H Brewis, M Brookes, S P Roe and A N Stokes

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

PUBLISHED ON 3 OCTOBER 2019

DEC REF	MATTERS FOR DECISION	REPORT STATUS	DECISION MAKER AND DATE OF DECISION	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE CONSIDERED	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, Newland, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
I018597	Proposal to expand capacity at Athena School, Lincoln (Final Decision)	Open	Executive Councillor: Adult Care, Health and Children's Services  1 Nov 2019	Interested parties as DfE guidance including parents, school staff, neighbouring schools, County, Parish and District Councils, MPs, Trade Unions and Diocese	Reports	Admissions and Education Provision Manager Tel: 01522 553535 Email: <a href="mailto:matthew.clayton@lincolnshire.gov.uk">matthew.clayton@lincolnshire.gov.uk</a>	Boultham; Carholme; Ermine and Cathedral; Park; St Giles
I018907	Crown Estate - Surrender of Lease	Open	Executive Councillor: Resources and Communications Between 1 Nov 2019 and 5 Nov 2019		Reports	Assistant Director - Corporate Property Tel: 01522 553726 Email: <a href="mailto:kevin.kendall@lincolnshire.gov.uk">kevin.kendall@lincolnshire.gov.uk</a>	Holbeach; Holbeach Rural; Spalding East; The Suttons
I017458	Spalding Western Relief Road	Open	Executive 5 Nov 2019	Spalding Western Relief Road Executive Management Board; Public & Businesses in Spalding/ South Holland District Council; and Highways and Transport Scrutiny Committee	Reports	Senior Project Leader (Major Schemes) Tel: 01522 555587 Email: <a href="mailto:Teresa.james@lincolnshire.gov.uk">Teresa.james@lincolnshire.gov.uk</a>	
I018884	County Mixed Dry Recyclables Procurement	Open	Executive 5 Nov 2019	Environment and Economy Scrutiny Committee	Reports	Senior Commercial and Procurement Officer Tel: 01522 553643 Email: <a href="mailto:ben.crow@lincolnshire.gov.uk">ben.crow@lincolnshire.gov.uk</a>	All Divisions
I018689	Re-commissioning of the Multi-Purpose Block Bed Provision	Open	Executive Councillor: Adult Care, Health and Children's Services  Between 2 Dec 2019 and 9 Dec 2019	Adults and Community Wellbeing Scrutiny Committee	Reports	Senior Commercial and Procurement Officer Tel: 01522 554087 Email: <a href="mailto:marie.kaempfe-rice@lincolnshire.gov.uk">marie.kaempfe-rice@lincolnshire.gov.uk</a>	All Divisions

DEC REF	MATTERS FOR DECISION	REPORT STATUS	DECISION MAKER AND DATE OF DECISION	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE CONSIDERED	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, New land, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
1018631	Re-commissioning of the Lincolnshire Advocacy Services	Open	Executive Councillor: Adult Care, Health and Children's Services  Between 2 Dec 2019 and 9 Dec 2019	Adults and Community Wellbeing Scrutiny Committee	Reports	Senior Commercial and Procurement Officer Tel: 01522 554087 Email: <a href="mailto:marie.kaempfe-rice@lincolnshire.gov.uk">marie.kaempfe-rice@lincolnshire.gov.uk</a>	All Divisions
1018150	Direct Payment Support Service	Open	Executive Councillor: Adult Care, Health and Children's Services  Between 2 Dec 2019 and 3 Dec 2019	Senior Strategic Commissioning Support Manager - People Services; Assistant Director - Specialist Adult Services; Assistant Director – Adult Frailty and Long Term Conditions.	Reports	Commercial & Procurement Officer – People Services Tel: 0777615987 Email: <a href="mailto:reena.fehnert@lincolnshire.gov.uk">reena.fehnert@lincolnshire.gov.uk</a>	All
1018626	The Sustainable Modes of Transport to School (SMOTS) Strategy	Open	Executive Councillor: Adult Care, Health and Children's Services  2 Dec 2019	Colleagues in Highways; Countryside Services; Public Health; the Transport Services Group; Children and Young People Scrutiny Committee	Reports	Children's Commissioning Manager Tel: 01522 554053 Email: <a href="mailto:mark.rainey@lincolnshire.gov.uk">mark.rainey@lincolnshire.gov.uk</a>	All Divisions

DEC REF	MATTERS FOR DECISION	REPORT STATUS	DECISION MAKER AND DATE OF DECISION	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE CONSIDERED	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, New land, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
1018630 New!	Draft Joint Lincolnshire Flood Risk & Water Management Strategy 2019-2050	Open	Executive 3 Dec 2019	Flood and Water Management Scrutiny Committee; Environment and Economy Scrutiny Committee; Departmental Leadership Team; Corporate Leadership Team; Executive Councillor for Economy & Place; Executive Councillor for Commercial & Environmental Management; Lincolnshire Flood Risk & Water Management Group; Lincolnshire Flood Risk & Water Management Strategy Group; Greater Lincolnshire Leaders & Chief Executives' Group; Public and Stakeholder Consultation	Reports	Head of Environment Tel: 01522 554809 Email: <a href="mailto:david.hickman@lincolnshire.gov.uk">david.hickman@lincolnshire.gov.uk</a>	All Divisions
1017371	Reconfiguration of the Council's ERP system - Business World	Open	Executive 3 Dec 2019	Overview and Scrutiny Management Board	Reports	Transformation Programme Manager Tel: 01522 554079 Email: <a href="mailto:andrew.mclean@lincolnshire.gov.uk">andrew.mclean@lincolnshire.gov.uk</a>	
1018573	New LPFT Mental Health S75 Partnership Agreement	Exempt	Executive 3 Dec 2019	Adults and Community Wellbeing Scrutiny Committee	Reports	Interim Head of Mental Health Services Tel: 01522 553836 Email: <a href="mailto:lorraine.graves@lincolnshire.gov.uk">lorraine.graves@lincolnshire.gov.uk</a>	All Divisions
1018858	Children in Employment Prosecution Policy	Open	Executive Councillor: Adult Care, Health and Children's Services  Between 9 Dec 2019 and 13 Dec 2019	Children and Young People Scrutiny Committee	Reports	Inclusion and Attendance Manager Tel: 01427 787190	All Divisions

DEC REF	MATTERS FOR DECISION	REPORT STATUS	DECISION MAKER AND DATE OF DECISION	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE CONSIDERED	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, New land, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
I018713	Council Budget 2020/21	Open	Executive 17 Dec 2019		Reports	Assistant Director - Strategic Finance Tel: 01522 553235 Email: <a href="mailto:michelle.grady@lincolnshire.gov.uk">michelle.grady@lincolnshire.gov.uk</a>	All Divisions
I018714	Council Budget 2020/21	Open	Executive 4 Feb 2020	Overview and Scrutiny	Reports	Assistant Director - Strategic Finance Tel: 01522 553235 Email: <a href="mailto:michelle.grady@lincolnshire.gov.uk">michelle.grady@lincolnshire.gov.uk</a>	All Divisions

This page is intentionally left blank