



County Offices
Newland
Lincoln
LN1 1YL

22 April 2020

In accordance with the powers granted by the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 this will be a virtual meeting.

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 30 April 2020 at 10.00 a.m.** as a **Virtual Meeting** for the transaction of the business set out on the attached Agenda.

Access to the meeting is as follows:

Members of the Overview and Scrutiny Management Board and officers of the County Council supporting the meeting will access the meeting via Microsoft Teams.

Members of the public and the press may access the meeting via the following link <https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=553&MId=5573&Ver=4> where a live feed will be made available on the day of the meeting.

Yours sincerely

A handwritten signature in cursive script that reads 'Debbie Barnes'.

Debbie Barnes OBE
Chief Executive

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

Councillors R B Parker (Chairman), R Wootten (Vice-Chairman), B Adams, Mrs W Bowkett, Mrs J Brockway, R J Kendrick, C S Macey, C E H Marfleet, Mrs A M Newton, N H Pepper and E W Strengiel

Added Members

Church Representatives: Reverend P A Johnson and 1 Church Representative Vacancy

Parent Governor Representatives: Miss A E I Sayer and 1 Parent Governor Vacancy

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA
THURSDAY, 30 APRIL 2020**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Interest	
3	Minutes of the meeting held on 27 February 2020	5 - 16
4	Announcements by the Chairman, Executive Councillor for Resources and Communications and Chief Officers	
5	Consideration of Call-Ins	
6	Consideration of Councillor Calls for Action	
7	Draft Corporate Plan Success Framework 2020-2023 <i>(To receive a report from Debbie Barnes OBE, Chief Executive, on the Draft Corporate Plan Success Framework 2020-2023, which will be presented to the Executive on the 5 May 2020. The views of the Board will be reported to the Executive as part of its consideration of this item)</i>	17 - 58
8	Post-16 Transport Policy Statement 2020-21 <i>(To receive a report from Teri Marshall, Education Transport Manager and Mark Rainey, Commissioning Manager - Commercial, which invites the Board to consider a report on the Post-16 Transport Policy Statement 2020-21, which will be presented to the Executive at its meeting on 5 May 2020. The views of the Board will be reported to the Executive as part of its consideration of this item)</i>	59 - 108
9	Overview and Scrutiny Annual Report 2019-20 <i>(To receive a report from Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, which invites the Board to consider the Overview and Scrutiny Annual Report 2019-20. This report is considered in draft form by the Overview and Scrutiny Management Board before a final version is put before the Annual Meeting of the Council for approval)</i>	109 - 126
10	Scrutiny Review Report: Overview and Scrutiny at Lincolnshire County Council <i>(To receive a report from Councillor Angela Newton, Chairman of Scrutiny Panel B, which invites the Board to consider the draft Scrutiny Review Report on Overview and Scrutiny at Lincolnshire County Council. Following this and subject to the Board's approval the report will be submitted to the Council's Executive).</i>	127 - 174

ITEMS FOR INFORMATION ONLY

- 11 Overview and Scrutiny Management Board Work Programme** 175 - 180
(To receive a report which enables the Board to note the content of its work programme for the coming year)

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

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

Contact details set out above.

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



**OVERVIEW AND SCRUTINY
MANAGEMENT BOARD
27 FEBRUARY 2020**

PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)

Councillors R Wootten (Vice-Chairman), B Adams, Mrs J Brockway, R J Kendrick, C E H Marfleet, Mrs A M Newton, N H Pepper, E W Strengiel and P A Skinner

Added Members

Church Representatives:

Parent Governor Representatives:

Councillors: M J Hill OBE, M A Whittington, B Young and L A Cawrey attended the meeting as observers

Officers in attendance:-

Debbie Barnes OBE (Chief Executive), Andrew Crookham (Executive Director Resources), James Drury (Executive Director Commercial), Tracy Johnson (Senior Scrutiny Officer), Jasmine Sodhi (Performance and Equalities Manager), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), Emily Wilcox (Democratic Services Officer), Chris Scott, Karen Tonge (Treasury Manager), Kevin Kendall (Assistant Director - Corporate Property), Stuart Wright (Contract Manager) and Daniel Steel (Scrutiny Officer)

96 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor Mrs W Bowkett, Councillor C S Macey, Reverend Phillip Johnson (Church Representative) and Mrs P J Barnett (Parent Governor Representatives).

It was reported that, under Regulation 13 of the Local Government (Committee and Political Groups) Regulation 1990, Councillor P A Skinner had been appointed as a representative for Councillor C S Macey, for this meeting only.

97 DECLARATIONS OF INTEREST

There were no declarations of interest.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
27 FEBRUARY 2020**98 MINUTES OF THE MEETING HELD ON 30 JANUARY 2020

RESOLVED:

That minutes of the meeting held on 30 January 2020 be approved as a correct record and signed by the Chairman.

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

The Chairman announced that this meeting would have been the last one for Mrs Patricia Barnett, one of the Board's Parent Governor Representatives, as her four year term of office ended on 4 March 2020. The Chief Executive had also received a letter from Mr Steve Rudman, the Roman Catholic Church representative for over 20 years, who had tendered his resignation due to ill health. The Chairman would write a joint letter on behalf of the Board, along with the Chairman of the Children and Young People Scrutiny Committee to Patricia and Steve to thank them for their time on the Children and Young People Scrutiny Committee and the Board and to wish them both a speedy recovery.

Members were advised that the Chairman had attended the meeting of the Executive on 4 February to present the Board's comments on the five budget reports that were considered at the last meeting.

At the meeting of the Board on 19 December 2019, it was agreed that a letter should be sent to the Department of Education to request increased flexibility on the level of apprenticeship levy that the Council could transfer to its providers. A response had been received from Michelle Donelan MP, the Parliamentary Under-Secretary of State for Children and Families, which was circulated to the Board.

The Chairman also advised that following a request at the last meeting of the Board, the Executive Director – Place had provided a briefing note on the costings for the Lincoln Eastern Bypass, which had been circulated to the Board.

The Leader of the Council advised Members that there was on-going speculation about the Government's devolution agenda and it was believed that there would be a white paper released after June 2020. There was continued speculation as to whether there would be a Humberside combined authority, and Lincolnshire County Council (LCC) was engaging with discussions on this as well as looking at a possible solution to devolution in Lincolnshire.

100 CONSIDERATION OF CALL-INS

None were received.

101 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

None were received.

102 MEMBERSHIP OF THE LOCAL GOVERNMENT ASSOCIATION

Consideration was given to a report by the Head of Democratic Services and Statutory Scrutiny Officer, which invited the Board to consider the Leader of the Council's decision to terminate the Council's membership of the Local Government Association (LGA).

Members were advised that in March 2019, the Leader of the Council gave notice of the Council's intention to leave the LGA. If nothing intervenes to alter this course of action, it would take effect on 1 April 2020.

The decision to serve notice was taken on the basis of concerns that the Council was not receiving full value for its annual subscriptions, particularly in relation to the fairer funding campaign.

The Chairman invited the Leader of the Council to make a statement expressing his views on what extent the Council needed the support of the LGA, particularly with the current volatility of local government and the government's views on fairer funding and devolution.

The Leader of the Council informed Members that fairer funding and social care funding had been the main reasons for serving notice on the LGA, as it was believed that the LGA was not doing enough to lobby for fairer funding for rural communities. There had been an expectation that issues about fairer funding and social care funding would have been resolved the previous year.

Members were advised that withdrawing as a member of the LGA would mean that the Council would also withdraw from the County Council Network, whom had been effective in lobbying for these issues.

The Leader expressed his preferred view that the Council should continue to serve notice to terminate the Council's membership of the LGA as it was important that the Council continued to put pressure on the LGA to lobby for all councils equally.

The Board considered the three options presented in the report:

- A) The Leader could take no further action, which would mean the Council would leave the LGA with effect from 1st April 2020.
- B) The Leader could withdraw the notice, which would mean the Council would continue its membership of the LGA.
- C) The Leader could withdraw the notice and replace it with a further 12 months' notice to terminate membership of the LGA, which would mean the Council could leave the LGA on 1st April 2021.

Members discussed the report and the following points were noted:

- It was clarified that there were only a small number of councils who were not Members of the LGA. Leicestershire County Council held a similar view to that of Lincolnshire.

OVERVIEW AND SCRUTINY MANAGEMENT BOARD 27 FEBRUARY 2020

- A range of benefits were open to the Council as a member of the LGA. Members had taken advantage of the training courses offered, attended the annual conference and had recently received a fully funded peer review.
- The Board recognised the need for further support with the fairer funding campaign.
- It was suggested that in times of change in Local Government, it would be more beneficial to remain a member of the LGA.

The Board agreed to recommend Option C to the Leader of the Council to enable the Council to continue to receive the benefits from membership of the LGA and be part of a collective force when lobbying government, such as for fairer funding. However, the Board highlighted the reduced impact from continually serving notice to terminate membership of the LGA and suggested that this should be the final year for serving a 12 months' notice period.

RESOLVED:

1. That the Board considered the background to the decision to serve notice of termination of the Council's membership of the Local Government Association;
2. That the Board support the Leader of the Council in withdrawing the notice and replacing it with a further 12 months' notice to terminate membership of the LGA, which would mean the Council could leave the LGA on 1st April 2021.

103 PERFORMANCE REPORTING AGAINST THE COUNCIL BUSINESS PLAN 2019/2020 - QUARTER 3

Consideration was given to a report by the Performance and Equalities Manager, which invited the Board to consider a report on the 2019/20 Council Business Plan Quarter 3 performance, which would be presented to the Executive on 3 March 2020.

Members were provided with the headline Quarter 3 performance which was generally positive. Out of the measures recorded, 6 had performed really well; 8 had performed well; and 1 had mixed performance.

A summary of measures where services had highlighted success and those that did not achieve the target were attached to Appendix A and Appendix B to the Executive report.

Appendix 2 detailed the performance of the measures which fell under the remit of the Board.

The Board was advised that there had been a proposed amendment to Measure 72 – 'Flooding Incidents within a Property', which had been circulated by email prior to the meeting. The measure's title and description had been amended to avoid ambiguity.

OVERVIEW AND SCRUTINY MANAGEMENT BOARD
27 FEBRUARY 2020

Members discussed the report, in which the following points were noted:

- Reported incidents of domestic abuse (M7) – this measure included new cases and repeat offences. A breakdown of cases by gender was requested by the Board.
- Increase in 16-17 year old Looked After Children participating in learning (M45) – The dip in performance for Quarter 2 (July to September 2019) was due to the timing of the data as there was a data lag about where young people were at the start of the term.
- Members requested further information on how Officers supported departments to achieve the targets. It was agreed that this information be provided and circulated to Members.
- Household Waste Recycled (M78) – the contamination rate was 30%, which was comparable to last year. The Board requested information on how the District Councils were defining contamination, for example was an empty can classed as contamination if it had not been rinsed out with water.
- The Board also requested to know how the District Councils were communicating this to residents and whether there was a subsequent change in behaviour evidenced by a reduction in contamination in any of the Districts. It was noted that Boston Borough Council had been a trial area for paper and card contamination and that it was working well.
- Sickness Absence (M92) – the Board commended how well the Council was doing compared to other benchmarking authorities. It was confirmed that the sickness absence figures were showing a downward trend.
- Visits to Core Libraries and Mobile Library Services (M36) – the IT provision in libraries was provided independently from the Council by Greenwich Leisure Limited, and was now in a fit state due to the completion of the IT refresh. A marketing plan was now in place to encourage customers back to libraries which should have a positive impact on visitor numbers.
- Members questioned how Officers could ensure that the children in private care homes which were not Council ran were provided with an adequate level of safeguarding. It was noted that Children's Services were only responsible for the children that were placed by LCC. However, there were a large number of children placed within Lincolnshire from other Local Authorities, which was an issue. Although LCC should be notified when children were placed into Lincolnshire, this was not always the case. It was suggested that this issue could be considered by the Children and Young People Scrutiny Committee.
- Adults aged 18-64 with a mental health problem living independently (M117) – it was acknowledged that it could be difficult to meet the target every time as it was dependent on who was receiving support at that time.

The Board agreed to support the recommendations to the Executive, as set out in the report.

RESOLVED:

1. That the Board support the recommendations to the Executive, as set out in the report;

OVERVIEW AND SCRUTINY MANAGEMENT BOARD 27 FEBRUARY 2020

2. That a summary of the above comments be passed on to the Executive as part of its consideration of this item

104 COUNCIL PERFORMANCE MEASURES 2020/2021

Consideration was given to a report by the Performance and Equalities Manager, which presented the proposals for the continuation of reporting of the Council's Business Plan Measures beyond March 2020, which was due to be considered by the Executive on the 3 March 2020.

Members were advised that new performance measures would be developed through the next phase in organisational planning and would be linked to the ambitions in the Corporate Plan.

The Board was advised that there had been a proposed amendment to Measure 72 – 'Flooding Incidents within a Property', which had been circulated by email prior to the meeting. The measure's title and description had been amended to avoid ambiguity.

Details of the proposed changes to reporting of the Council Business Plan 2020/21 were set out in Appendix A to the Executive report.

Members considered the report and as part of the discussion, the following points were noted:

- The Council Business Plan 2020/21 and the Corporate Plan Success Framework 2020-2023 would run alongside each other until the end of 2020/21.
- The number of victims of domestic abuse who received support (including Independent Domestic Violence Advisors IDVA, Outreach, and Targeted Support) including Children and Young People – this was a new measure which focussed on those aspects of performance that the Council could influence and control. It was noted that this new measure would not include all domestic abuse figures, and that the measures on reported incidents of domestic abuse (M7) and repeat referrals of domestic abuse to MARAC (M9) had been removed. It was suggested that the number of domestic abuse cases and repeat referrals to MARAC should be reinstated back into the Council Business Plan for 2020/21.
- The percentage gap in achievement between Free School Meals (FSM) Eligible pupils in Lincolnshire and non-FSM Eligible pupils nationally for Good Level of Development – this was a proxy indicator for measuring children living in financial poverty. The Board requested further information on whether there were any additional health benefits and outcomes for FSM Eligible pupils as a result of receiving healthy school meals.
- Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family – the target had been increased from 150 days to 175 days to allow more time for the court process.

OVERVIEW AND SCRUTINY MANAGEMENT BOARD
27 FEBRUARY 2020

- Number of children who are subject to a Child Protection Plan – the target had been increased from 330 to 370 to reflect the current increasing trend and provide scope to ensure the right number of children were on a plan at the right time. The national figure for children on a Child Protection Plan was also increasing.

RESOLVED:

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

105 TREASURY MANAGEMENT PERFORMANCE TO QUARTER 3 2019/20

Consideration was given to a report by the Treasury Manager, which detailed the treasury management activities and performance for Quarter 3 of 2019/20, in comparison to the Treasury Management Strategy and Annual Investment Strategy 2019/20 that was approved by the Executive Councillor for Resources and Communications on 21 March 2019.

Members were advised that there had been no movement in short term rates in Quarter 3 due to market uncertainties over the period.. Long term rates had fallen to historic lows as uncertainties continued, until early October, when the PWLB raised rates by 1% across all periods, to deter public sector borrowing. Since October, rates have continued to fall ending the period around 0.6% higher than at the start

Further detail of interest rate and investment activity was set out at Appendices A – E to the report.

Members considered the report and as part of the discussion the following points were noted:

- Members were advised that the Coronavirus added another uncertainty for interest rates, investment and borrowing. If the virus was to spread more widely global growth and the British economy would be adversely affected and banks would need to adjust their interest rates accordingly.
- The Director (Link Asset Services) advised that LCC was in a good position with regards to its treasury management. The Council had healthy cash balances and had the opportunity to lock into a reasonable interest rate with a low risk counterparty for a maximum period should the opportunity arise.
- The Board was informed that Credit Default Swap (CDS) Spreads would not rule out the risk of collusion within this sector However, many other market indicators were used to help form the Council's view on credit worthiness

RESOLVED:

That a summary of the comments made above be passed on to the Executive Councillor for Resources and Communications.

**106 TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL
INVESTMENT STRATEGY FOR TREASURY INVESTMENTS 2020/21**

Consideration was given to a report by the Treasury Manager, which invited the Board to consider a report on the Treasury Management Strategy Statement 2020/21, which was due to be considered by the Leader of the Council (Executive Councillor for Resources and Communications) on 20 March 2020.

The Board was informed that there had not been any major changes to the Treasury Management Strategy from the year before and there were no inflation concerns over the next 12 months.

Members were referred to the Executive Councillor report for a breakdown of each of the strategies.

The Director (Link Asset Services) commented that the overall strategy and parameters set out in the report were appropriate based on current knowledge and assessment that had been made for the future and based on the current economic and interest rate background.

The Director (Link Asset Services) advised that the interest rate outlook lends weight to continuing with LCC's proposed rate of internal borrowing. Overall, the Director (Link Asset Services) suggested that the Council was in good stead for the year ahead.

The Executive Director – Resources was of the view that the strategy was sensible and felt that the positive comments by the Director (Link Asset Services) had provided assurance to the Board that the strategy was within normal practice.

Members considered the report and during the discussion the following points were noted:

- Assurance was provided by Link Asset Services that the Treasury Management Strategy Statement and Annual Investment Strategy for Treasury Investments 2020/21 was appropriate and in line with other local authorities.
- An agreement had been in place with the Pension Fund since 2010, to pool pension fund cash with the Council's investments. Treasury investments included an element of pension fund cash and the Pension Fund received a pro rata amount of interest back for its element of investment.

RESOLVED:

1. That the Board support the recommendation to the Leader of the Council (Executive Councillor for Resources and Communications) as set out in the report;
2. That a summary of the comments made above be passed to the Leader of the Council in relation to this item.

107 PROPERTY SERVICES CONTRACT YEAR FOUR REPORT

Consideration was given to a report by the Assistant Director – Corporate Property and the Contract Manager, which provided an update on the performance of the Property Services Contract with VINCI Facilities Partnership Limited (VFPL) at the end of the fourth year of the contract.

Members were informed that the contract was performing well and VFPL had achieved an overall rating of 96% on key performance indicators for year four. The contract performance against a number of measures was detailed within the report.

The Contract Manager outlined the performance of the contract in relation to a number of measures, as set out in the report. Members were advised that Corporate Property continued to work hard to deliver and identify further opportunities for efficiencies, savings and to work more effectively within One Team.

Members considered the report and during the discussion the following points were noted:

- Members thanked the team for their hard work, particularly the work Corporate Property and VFPL had carried out on the new South Park Blue Light Centre.
- The Assistant Director – Corporate Property confirmed that apart from property for the Council's Fire and Rescue Service, Corporate Property was not responsible for any other property outside of Lincolnshire County Council's estate.
- Members were advised that as well as winning the Development of the Year (Under £5m) category at the Greater Lincolnshire Property Awards 2019, the team had also been named a finalist in the Premises and Facilities Management – Corporate Property Awards 2019, which was to be commended.
- Members were informed that a feasibility study was being undertaken on the Council's main building 'County Offices', which would improve office and environmental conditions within the building. Significant investment had also been made into a programme of improvements to the Council's County Offices, which would resolve a number of structural issues as well as involve the replacement of windows and introduction of solar panels on the Orchard House building.

RESOLVED:

That the Board were assured on the performance of the Property Services Contract.

108 SCRUTINY COMMITTEE WORK PROGRAMMES

Consideration was given to a report which set out the work programmes of the Highways and Transport Scrutiny Committee; Environment and Economy Scrutiny Committee and the Flood and Water Management Scrutiny Committee.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
27 FEBRUARY 2020**

In the absence of the Chairman of the Environment and Economy Scrutiny Committee, the Scrutiny Officer provided a summary of the work of the Environment and Economy Scrutiny Committee since its last update to the Board, which was set out at pages 158 – 160 of the agenda. Members were referred to the Committee's prospective work programme, which included reports on the Agriculture Bill; Development of a Greater Lincolnshire Tourism Sector Deal and a Review of the Carbon Management Plan and development of a Green Masterplan.

Members were invited to ask questions on the Environment and Economy Scrutiny Committee Work Programme, in which the following points were noted:

- The Lincolnshire Rural Support Network was heavily focussed on supporting the farming industry with mental health and other support needs.
- The Scrutiny Officer agreed to liaise with the Chairman over whether the Committee would be considering the economic impact of EU workers leaving the UK as a result of Brexit.

The Committee received an update from the Chairman of the Highways and Transport Scrutiny Committee of the recent work undertaken by the Committee since its last update to the Board, which was set out at pages 161 – 163 of the agenda. Members were advised that the Committee would receive a report on the Lincoln Transport Strategy in March 2020.

In response to a question, the Chairman of the Highways and Transport Scrutiny Committee agreed to investigate the possibility of employing enforcement officers between Lincolnshire County Council and the neighbouring District Councils, and would liaise with Lincolnshire Police Community Support Officers as they now had powers around parking enforcement.

The Committee also received an update from the Chairman of the Flood and Water Management Scrutiny Committee on the recent work of the Committee since the last update to the Board. Members were advised that there had been 150 new Section 19 incidents reported since May 2019 and the flood risk department had received extra resource due to the growing number of flooding incidents.

The Chairman of the Flood and Water Management Committee was pleased to report back to the Committee that all partners were now attending meetings of the committee and contributing to the same level.

Members were advised that the Committee had considered the Wainfleet Flooding report at its last meeting on the 24 February 2020, which was well attended by the public. The report had been well received and the meeting was positive overall. The Chairman planned to invite the Steeping Strategy Group to the meeting of the Flood and Water Management Scrutiny Committee on the 18 May 2020 to receive a formal report on the progress.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
27 FEBRUARY 2020**

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

- The Chairman advised Members that a number of the outstanding S19 incidents were historic and could not be completed as work was outstanding from external partners. The Chairman was liaising with officers to provide a solution to this issue.
- The Executive Director – Resources informed Members that the recently approved budget had set aside £2m in the development fund for further work on drainage issues across the County, as well as an additional proportion of £4m for highways work to reduce the risk and effects of flooding. The Executive Director – Resources agreed to provide the Board with details of any further financial resource that had been provided to the Flood Risk team to deal with the increase in S19 incidents.
- It was suggested that the Flood and Water Management Committee consider flood relief systems and put forward a case for making space for water using agricultural land.
- It was suggested that a councillor development event on the flooding responsibilities of different agencies, and who to contact in an emergency, would be useful for members.

RESOLVED:

That the work programmes of the Highways and Transport Scrutiny Committee; Environment and Economy Scrutiny Committee and the Flood and Water Management Scrutiny Committee be noted.

109 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

This item had been circulated to the Board for information only and was not discussed at the meeting.

The meeting closed at 12.58 pm

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Open Report on behalf of Debbie Barnes OBE, Chief Executive

Report to:	Overview and Scrutiny Management Board
Date:	30 April 2020
Subject:	Draft Corporate Plan Success Framework 2020-2023

Summary:

This report invites the Overview and Scrutiny Management Board to consider a report which will be presented to the Executive at its virtual meeting on 5 May 2020, on the Draft Corporate Plan Success Framework 2020-2023. The views of the Board will be reported to the Executive as part of its consideration of this item.

Actions Required:

The Overview and Scrutiny Management Board is invited to:

1. consider the report in Appendix 1 and determine whether the Board supports the recommendations to the Executive as set out in the report.
2. agree any additional comments to be passed to the Executive in relation to this item.

1. Background

The Executive is due to consider the report in Appendix 1 at its virtual meeting on 5 May 2020.

The report includes proposed performance indicators and explains the intention to produce a subsequent report with a revised performance framework for the Council, including more detailed information on the proposed performance indicators.

2. Conclusion

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

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Yes

b) Risks and Impact Analysis

See Appendix C to the main report attached in Appendix 1.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report to the Executive on the Draft Corporate Plan Success Framework 2020-2023

5. Background Papers

Document title	Where the document can be viewed
Report to Council on Corporate Plan (December 2019)	Link to Council Papers December 2019

This report was written by Verity Druce, who can be contacted on 01522 553920 or verity.druce@lincolnshire.gov.uk.

Open Report on behalf of Debbie Barnes OBE, Chief Executive

Report to:	Executive
Date:	05 May 2020
Subject:	Draft Corporate Plan Success Framework 2020-2023
Decision Reference:	I019760
Key decision?	No

Summary:

The Report seeks approval for the draft Corporate Plan Success Framework 2020-2023 attached at Appendix B as the next phase in organisational planning following the County Council approving a new Corporate Plan 2020-2030 for the Council in December 2019.

Recommendation(s):

That the Executive:-

1. Considers and approves the document attached to this Report at Appendix B as the Lincolnshire County Council Corporate Plan Success Framework 2020-2023 to take effect from 1 May 2020.
2. Approves the planned revision of the Council's performance framework, which will be the subject of a subsequent report.

Alternatives Considered:

The development of Directorate Plans was considered, with priority activities for each directorate in the Council, linked to the ambitions in the Corporate Plan.

Reasons for Recommendation:

The draft Corporate Plan Success Framework 2020-2023 enables officers to work as One Council, collectively implementing activity in order to achieve the ambitions in the Corporate Plan as one organisation.

1. Background

- 1.1 At the meeting of the County Council on 13 September 2019, the Council approved the vision and strategic ambitions for a new Corporate Plan for the Council. At the meeting of the County Council on 11 December 2019, the new Corporate Plan 2020/30 for the Council was approved, to take effect as part of the Council's Policy Framework from 1 April 2020 – see Appendix A for the Corporate Plan. At the same meeting, the Council also approved the continued reporting against existing measures in the current Council Business Plan in the next financial year, beginning 1 April 2020. This was with a view to new performance indicators being developed through the next phase in organisational planning, which was intended to be the development of Directorate Plans with priority activities for each directorate in the Council, linked to the ambitions in the Corporate Plan, by the end of May 2020.
- 1.2 The Corporate Leadership Team (CLT) and Assistant Directors have since been working together to develop Directorate Plans. However during the development of the Directorate Plans it became clear that in order to work as One Council, individual Directorate Plans should be replaced by a Corporate Plan Success Framework 2020-2023 covering the Council as a whole. The draft Framework developed by CLT and Assistant Directors is attached in Appendix B.
- 1.3 The draft Corporate Plan Success Framework 2020-2023 outlines the developmental activity that will be undertaken during the first three year period of the ten year Corporate Plan, in order to achieve the four ambitions the Council has established in the Plan. It does not include all of the Council's business as usual activity, as this is captured within the planning arrangements within each service area.
- 1.4 The draft Corporate Plan Success Framework 2020-2023 also includes proposed performance indicators. The indicators are intended to demonstrate progress towards achieving the Council's four ambitions for Lincolnshire, some aspects of which relate to the Council's performance. Some of the indicators are new and will need further work to be established, whilst others are indicators the Council already uses to monitor performance.
- 1.5 If the performance indicators are approved by the Executive, the Council's performance framework will be revised to include them, alongside existing service specific measures, which will be retained where appropriate (including statutory measures and those in the current Council Business Plan). A revised performance framework will be the subject of a subsequent report, including more detailed information for each of the indicators.
- 1.6 In addition to the revised performance framework, CLT will monitor the progress of each activity in the draft Corporate Plan Success Framework 2020-2023 and commission an evaluation of progress towards the Corporate Plan at the end of the three year delivery period.

2. Legal Issues:

Equality Act 2010

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

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

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

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

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

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

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

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

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

An Equality Impact Analysis was undertaken regarding the Corporate Plan and is attached at Appendix C. The Analysis identifies a number of areas where the contents of the Plan can be expected to impact positively on people with a

protected characteristic. No negative impacts are identified as the Plan sets out the guiding vision and strategic ambitions of the Council. The specific activities included within the draft Corporate Plan Success Framework 2020-2023, designed to further that vision and those ambitions, will have due regard to the Council's equality duties.

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

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

The content of the draft Corporate Plan Success Framework 2020-2023 has had due regard to both the JSNA and the JHWS and contain ambitions for the health and wellbeing of the Council's area and residents.

Crime and Disorder

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

Due regard has been had to crime and disorder matters and the draft Corporate Plan Success Framework 2020-2023 contains ambitions in relation to public protection.

3. Conclusion

3.1 The draft Corporate Plan Success Framework 2020-2023 in Appendix B outlines the developmental activity that it is proposed will be undertaken during the first three year period of the ten year Corporate Plan, in order to achieve the four ambitions for Lincolnshire established within the Corporate Plan.

3.2 The Report seeks approval for the draft in Appendix B.

3.3 The draft Corporate Plan Success Framework 2020-2023 also includes proposed performance indicators deemed to be those that will best demonstrate progress towards achieving the four ambitions for Lincolnshire.

3.4 If the performance indicators are approved by the Executive, the Council's performance framework will be revised, which will be the subject of a subsequent report, including more detailed information for each of the indicators.

4. Legal Comments:

The Council has the power to adopt the draft in Appendix B as its Corporate Plan Success Framework 2020 – 2023.

The decision is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

Accepting the recommendations in this report should have no direct impact on the budgets of the Council.

The detail in the Corporate Plan Success Framework 2020-2023 will enable the Council to direct its resources to deliver the key activities. The Council has a Development Fund Reserve, which can support emerging costs identified to support these and transformational activity.

6. Consultation

a) Has Local Member Been Consulted?

No

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This report is due to be considered by a virtual meeting of the Overview and Scrutiny Management Board scheduled to be held on 30 April 2020. Any comments of the Board will be presented to the Executive.

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

See Appendix C.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire County Council Corporate Plan 2020/30
Appendix B	Lincolnshire County Council Draft Corporate Plan Success Framework 2020-2023
Appendix C	Equality Impact Analysis for the Corporate Plan

8. Background Papers

Document title	Where the document can be viewed
Report to Council on Corporate Plan (December 2019)	Link to Council Papers December 2019

This report was written by Verity Druce, who can be contacted on 01522 553920 or verity.druce@lincolnshire.gov.uk.



CORPORATE PLAN

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Pictured: Spalding town centre

Front cover: aerial view of the Wolds just outside Louth

OUR VISION: Working for a better future

Welcome to Lincolnshire County Council's Corporate Plan, which sets out what we want to achieve for local residents and communities.

Our ambitions go far beyond what we can deliver on our own, so you will find detailed here how we will work with public and private organisations to bring greater and lasting benefits to our county.

The Corporate Plan underpins our 'One Council' approach, which ensures all services are working towards shared goals and will help different areas of the council work together more effectively.

In 2019/20, the total cost of services Lincolnshire County Council provides will amount to £1,303m, inclusive of schools. The current capital programme encompasses planned spend of £119m in 2019/20 and a further £146m in future years.

We want to be a council that continues to offer our residents the services they need and the lifestyle they deserve, but that also shows strong leadership and speaks up proudly for Lincolnshire.

We are identifying key priorities for this council and for Lincolnshire. We are determined that in the coming years people and communities will have:

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

751,200 PEOPLE
is the current population and expected to increase by 10% by 2041 (2017 figures)

£15 BILLION
is the value of Lincolnshire's strong mixed economy (per year)

30% OVER 65
is the projected proportion of the county's over 65 population by 2041

127 PER SQ KM
Population density remains low compared with the national average 427 per sq km

Martin Hill

Cllr Martin Hill OBE
Leader of Lincolnshire County Council

Debbie Barnes

Debbie Barnes OBE
Head of Paid Service, Lincolnshire County Council

OUR STRENGTHS and challenges

The local government sector is under unprecedented pressure particularly in large rural counties such as Lincolnshire, which is the fourth largest county in England and covers 5,921 square miles.

More than 50,000 people in Lincolnshire live in an area recognised as being in the 10% most deprived in the country. Four of the seven districts in the county are classed as either mainly or largely rural and the sparsity makes services more difficult and costly to deliver.

The current population in Lincolnshire is 751,200, but this figure is predicted to grow by 10% by 2041, with 30% of the population expected to be over 65. Over the past eight years our main Government grant has fallen by 90%, from £211m to £20m.

There is also much uncertainty over future government funding of local authorities and we are awaiting a national funding system that is fit for purpose.

However, despite the challenges, there have been great achievements:

- An expanding visitor economy that generated £1.5bn in 2017, attracting 20 million visitors. This can be attributed mainly to county heritage sites such as Lincoln Castle
- In 2018/19, the council spent £61m on maintaining and improving more than 5,470 miles of the county's roads. We also improved the protection from flood risk for 33,084 homes, with £106m being invested in flood risk management

- More than 80% of pupils in Lincolnshire are in a 'good' or 'outstanding' school as determined by Ofsted, while, at 12.9%, Lincolnshire has a higher number of pupils with SEND support than the England average

The county council has achieved a considerable amount in many areas despite the challenges faced and this includes:

- Children's Services being rated as outstanding and widely regarded as one of the best in the country
- Delivering innovative property projects that have made efficiency savings and benefited partnership working
- Being recognised as one of the highest-achieving highways authorities in the country
- Leading on the delivery of superfast broadband to 97% of residents

More widely, Lincolnshire has a strong mixed economy worth £15bn per year, with key sectors including agri-food, tourism and manufacturing. We recognise key challenges from:

- A huge increase in demand for social care, which is only predicted to grow
- Dealing with waste as national recycling targets rise and recycling markets remain volatile
- Current economic uncertainties requiring residents of all ages to be equipped with the skills of the future

- The scale of change required over the next 30 years to maintain our consistent and evidence-led approach to climate change and leave a positive environmental legacy
- The need for effective digital connectivity and technology across our rural county



£1.5 BILLION

is the revenue generated by the county's visitor economy, mainly from heritage sites such as Lincoln Castle (2017 figures)

£325 MILLION

is the value of nature based tourism and leisure activity in Greater Lincolnshire

LINCOLN CASTLE

Kings and Convicts • Power and Punishment

Medieval Wall Walk
Victorian Prison
Magna Carta

1,000 years of history - where it happened

TICKET PRICES	Adult	Children	Over 60	Family
Medieval Wall Walk	£10.00	£5.00	£5.00	£25.00
Victorian Prison	£14.00	£7.00	£7.00	£28.00
Medieval Wall Walk & Victorian Prison	£18.00	£9.00	£9.00	£36.00
Castle & Grounds	£12.00	£6.00	£6.00	£24.00
Castle & Grounds & Victorian Prison	£16.00	£8.00	£8.00	£32.00

Since its £22 million restoration, visitor numbers at Lincoln Castle have boomed

Sarah Jackson is starting her career as a Siemens apprentice



SUPPORT high aspirations

We are working towards making Lincolnshire a place where everyone 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, enabling them to provide high-quality jobs, skills and development opportunities for 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.

This means that we:

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

Success for Lincolnshire means:

- More people have the skills and attributes for work, 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 workforce
- Local employers have 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 highly-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



ENABLE EVERYONE to enjoy life to the full

We want Lincolnshire to be a place where everyone has the opportunity to live their lives to the full, with independence and 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 is 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 that carers are supported, helping all those who look after others, and that the county's health and care services are accessible and responsive.

This means that we:

- Promote safe and secure homes
- Help those who look after others
- Aspire for all children to have a caring home
- Give children the best possible start
- Provide opportunities for a fulfilling life

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, 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
- Thriving voluntary community groups that drive collaboration and innovation

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, protecting people and promoting wellbeing
- Deliver quality children's 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



Schoolchildren enjoying an outing to Willoughby Farm

4TH MOST POPULAR

Skegness is the UK's 4th most popular holiday resort

CREATE thriving environments

Lincolnshire is a thriving county and we want communities to 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 for Lincolnshire and in generating collective pride in our wonderful county.

This means that we:

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

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
- Roads 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

£106M INVESTMENT

since 2016 in flood risk management across the county

4TH LARGEST

Lincolnshire is the 4th largest county in England, covering 5,921 sq km

PROVIDE good-value council services

Residents of Lincolnshire should be able to benefit from good-value council services and we are constantly working to make sure that is the norm.

We have maintained low council tax levels whilst continuing to deliver effective services and we intend to continue this approach. How we operate as an organisation must continually improve and be more customer-focused.

We want to focus on encouraging collaboration and innovation. This will help us make the best use of all our resources, particularly our buildings and funding.

This means that we:

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

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
- Continue to innovate and make 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



CallConnect provides public transport in the county where conventional bus services are limited or infrequent

OUR approach

To make sure we continue to provide good services but also work towards meeting the wider needs of Lincolnshire. 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

i FOR MORE INFORMATION VISIT WWW.LINCOLNSHIRE.GOV.UK/CORPORATEPLAN

LOW COUNCIL TAX

Council tax is one of the lowest of the shire counties

£61M INVESTMENT

In 2018/19 the council spent £61m maintaining and improving the county's 5,473 miles of roads

3RD HIGHEST

Lincolnshire has the 3rd highest number of farms of over 100ha in the country



Helping communities thrive



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Appendix B - DRAFT Corporate Plan Success Framework

Support high aspirations	
<ul style="list-style-type: none"> • Proportion of people in higher skilled jobs (aim=increase) [existing] • Number of jobs created as a result of the Council's support (aim=increase) [existing] • Achievement level at KS2 is above national average (aim=achieved) [existing] • Achievement level at KS4 is above national average (aim=achieved) [existing] • Achievement level at KS5 is above national average (aim=achieved) [existing] • Number of pupils with an EHCP placed in mainstream schools (aim=increase) [existing] • % of adults with learning disabilities in paid employment (aim=increase) [existing] • % of adults in contact with secondary mental health services in paid employment (aim=increase) [existing] 	
Activity	Lead Executive Director
Enhance the skills of our communities to meet the needs of our businesses and the economy	
We will transform how we raise skills levels, productivity, employability and apprenticeship numbers through developing an updated skills plan	Place
We will enhance and articulate the education and training offer to our communities and work to increase the availability of education programmes across the county to meet business and community need. In Year 1 we will work with partners to enhance the offer in East Lindsey and to increase the availability of T levels across the whole County	Place
We will work with partners and the wider business community to improve the number of adults with a disability in meaningful employment	Adult Care and Community Wellbeing
Grow the workforce by retaining and attracting more highly-skilled 18-40 year olds	
We will develop effective county-wide relationships between the education and business sectors to attract and retain graduates in the county	Place
We will increase the number of apprenticeships across priority sectors working with employers and education providers to increase availability and attractiveness	Place
We will work with employers to offer work experience, employment and apprenticeship opportunities for children in care and care leavers.	Place
Promote healthy, inclusive and accessible employment and learning opportunities	
We will create healthy and accessible modes for people to access employment opportunities.	Place
We will enhance our workforce to ensure we are an "Employer of choice" and an exemplar employer demonstrating good quality, accessible and healthy employment opportunities for all. We will articulate this through our workforce strategy	Resources
We will develop sustainable transport strategies which explore alternative modes of transport, through collaborative working with our district and local partners which will include the creation of local transport boards.	Place
Champion educational excellence so every child/young person has a high quality education to succeed in life	
We will continually improve teaching standards, enabling our schools access to high quality professional development, through adapting our school improvement strategy in response to National Policy.	Children's Services
We will continue to encourage schools to work through collaborations in order to maximise expertise and best practice, enhancing our strategy for school improvement within the school-led self-improving system.	Children's Services
We will help schools to be skilled at supporting children with special education needs in mainstream settings, through developing and delivering strategies and where an education, health and care plan is required, undertaking this assessment in a timely and creative way.	Children's Services

Deliver economic growth to create and sustain vibrant communities	
We will support new and existing businesses to thrive, through delivering a strong, flexible and responsive Business Lincolnshire growth hub.	Place
We will work with our partners to take advantage of UK Shared Prosperity Fund to achieve the county's priorities.	Place
We will support our market towns to thrive, delivering regeneration with our partners, including through the Towns Fund and the Housing Infrastructure Fund.	Place
We will facilitate new and existing communities having access to employment, leisure and appropriate infrastructure, through leading the way in balancing all development with the need for considered growth.	Place
Manage the risks to our environment from climate change to protect our natural and built resources for future generations	
We will achieve net zero carbon emissions as a council by 2050 or earlier through the development of the Green Masterplan. We will provide climate leadership in Lincolnshire and beyond.	Place
We will respond to our communities in a joined up way and we will proactively coordinate with partners to develop and deliver the flood risk action plan.	Place
We will future proof our highways infrastructure assets and minimise the risks to our environment by embracing innovative technologies	Place
We will maximise the reuse and recycling potential of the county's waste, treating it as a resource. This will include exploring the opportunity for anaerobic digestion facilities across the County.	Place

Enable everyone to enjoy life to the full

- % of adults with learning disabilities who live in their own home or with their family (aim=increase) [*existing*]
- % children in care living within a family environment (aim=increase) [*existing*]
- Level of sustained attendance at Children's Centres (aim=increase) [*new*]
- % of children achieving a good level of development in Early Years Foundation Stage (aim=increase) [*existing*]
- % gap in achievement between Lincolnshire pupils eligible for Free School Meals and their non -FSM eligible peers nationally achieving a Good Level of Development (aim=decrease) [*existing*]
- Healthy life expectancy for Lincolnshire residents (aim=increase) [*existing*]
- % of Lincolnshire residents with mental health issues and learning disabilities in inpatient facilities (aim=decrease) [*new*]

Activity	Lead Executive Director
Create accommodation options for greater independence and wellbeing	
We will support independence through working with our partners to provide a 'one stop shop' for equipment and adaptations in people's homes.	Adult Care and Community Wellbeing
We will work with the District Councils to deliver greater accommodation choices for people who are unable to live in their own home. This will include a range of supported and extra care housing as well as influencing developers to build homes which are designed to meet the changing needs of the population	Adult Care and Community Wellbeing
We will support working age adults with complex needs to be prepared for, and to live in, homes which meet their needs and to be near family and friends. We will do this through working with our partners to implement a Specialist Accommodation Strategy.	Adult Care and Community Wellbeing
Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities	
We will provide intensive and tailored support for young people who have complex multiple needs, maintaining them within their family where it is safe to do so.	Children's Services
We will continue to increase the number of foster carers, supporting them in their valuable role. In year 1 we will focus on developing foster carers with the skills to support children and young people with increased complexities and vulnerabilities.	Children's Services
We will continue to improve how we support children in care and care leavers to thrive through the delivery of the children in care strategy. This will include the development of two new children homes catering for children with more complex needs and enhancing housing solutions for care leavers.	Children's Services
We will provide a more efficient, joined up adoption service with our regional partners, through implementing plans for a regional adoption agency.	Children's Services
We will develop a 'team around adult approach' to provide intensive support at times of need through developing a Multi-Agency Safeguarding Prevention Strategy with our partners.	Adult Care and Community Wellbeing
We will enable people to be appropriately supported through implementing an inclusive "all age autism strategy" within communities.	Adult Care and Community Wellbeing
Design an accessible and responsive health and care system within local communities, protecting people and promoting wellbeing	
We will transform how adults access health and care in the community through developing a model of neighbourhood working	Adult Care and Community Wellbeing
Deliver quality children centres, which are at the heart of our communities supporting families so their children thrive	
We will deliver quality children's centres, which are at the heart of our communities, supporting families so their children thrive, through working with key partners and communities.	Children's Services
We will ensure fit for purpose, appropriate services are available for families to narrow the achievement gap, so all children thrive and achieve their potential.	Children's Services
We will support families in their parenting role through continuing to deliver the healthy child programme, also evaluating the benefits of maternity hubs and extending these to other communities where appropriate.	Children's Services

Promote and enable better mental health for all	
We will better support people who may develop, and who already have, mental health problems through the development of a Mental Health Alliance so that we work in an integrated way. As part of this we will review the Approved Mental Health Practitioner Service.	Adult Care and Community Wellbeing
We will enable more young people to be supported early, to promote resilience and reduce the effects of mental ill health, through implementing the Mental Health In Schools Pilot.	Children Services
We will create an intensive community response for all people with a significant mental health need	Adult Care and Community Wellbeing/ Children Services
Promote the support offer to our communities to enable them to be self-sufficient and thriving	
We will support people to make healthy choices across all aspects of their lives, through continuing to commission and deliver effective preventative services, which also provide quality information so people are better informed.	Adult Care and Community Wellbeing
We will enable more people to be supported through technology.	Adult Care and Community Wellbeing / Commercial
We will help to increase opportunities and people's awareness of how they can support their community by encouraging volunteering.	Adult Care and Community Wellbeing

Create thriving environments

- % of superfast broadband coverage in Lincolnshire (aim=increase) [*existing*]
- Number of schools with Ofsted rating of good or above (aim=increase) [*existing*]
- Number of Adult Care and Healthcare Facilities with CQC ratings of good or above (aim=increase) [*new*]
- Condition of carriageway surface (aim=improve) [*new*]
- Residents' level of satisfaction with their area as a place to live (aim=increase) [*new*] (measure in the process of being developed through new survey)
- Residents feedback on feeling safe and secure in their local area (aim=increase) [*new*] (measure in the process of being developed through new survey)
- Traveller review rating from Trip Advisor of excellent and/or very good (aim=increase) [*existing*]
- Lincolnshire CO2 emissions (aim=decrease) [*existing*]
- CO2 emissions from County Council activity as progress towards neutrality by 2050 (aim=decrease) [*existing*]

Activity	Lead Executive Director
Advocate for investment in our transport and energy infrastructure, digital connectivity and schools, championing active, sustainable travel	
We will improve utility infrastructure in order to enhance growth through exploring and implementing plans to maximise the development of energy, water and sewage, and digital infrastructure.	Place
We will secure maximum funding from central government through continuing to proactively identify future capital investment opportunities. In Year 1 we will focus on the tourism sector deal, the highways sector deal and transport provision, having pre-prepared schemes to optimise our potential for success.	Place
We will improve the digital connectivity across our rural county through continuing to work with, and influence, central government to generate the funding and flexibility to enable us to achieve digital communities and provide business growth opportunities.	Place/Commercial
Deliver 'clean' growth in the right place and at the right time	
We will modernise energy and mobility solutions in Lincolnshire through adopting appropriate strategies, including investing in LED street lighting, renewable energy and energy efficiency measures.	Place
We will maximise the use and provision of our water as a valuable resource by working with our partners and researching to better understand how we balance over and under supply. Once we have solutions, we will develop an action plan.	Place
We will enable sustainable growth through ensuring there is an appropriate local supply of the right aggregates.	Place
Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business	
We will attract tourists to Lincolnshire, leading the way in raising the profile of the county and enhancing collaboration across our councils to maximise what Lincolnshire has to offer. This will include submitting a tourism sector deal with our Greater Lincolnshire partners.	Place
We will raise the county's profile nationally and internationally through the delivery of a focused investor promotion strategy, attracting business investment and using our partnership brand, Team Lincolnshire, to do this.	Place
We will stimulate economic growth through the development of business premises across the county and through delivering the economic capital programme with our partners.	Place
We will outline our collective aspirations for our coast through developing a Coastal Strategy with partners.	Place
Plan growth to benefit the whole community through connecting people, housing, employment, businesses and the natural environment	
We will attract all sectors to make a major contribution to the planning and delivery of growth in the county, through being a leading partner in the Greater Lincolnshire LEP.	Place
We will lead the final stages of the Grantham Southern Relief Road Housing Infrastructure Fund bid and, if successful, implement a delivery strategy.	Place
We will accelerate considered housing growth in Lincolnshire and maximise opportunities and investment in infrastructure work through working across all Councils and partners in Lincolnshire on "Planning for Growth."	Place

DSC/CS

Provide sufficient, high quality and inclusive education places locally	
We will aim to deliver 695 more places by September 2022 across mainstream primary and secondary schools to meet local demand through implementing our 3 year Basic Need capital programme.	Children's Services
We will create more than 500 new special school places by 2024 as part of delivering the Building Communities of Specialist Support Strategy. We will work towards making 300 of those places available by September 2022.	Children's Services
We will ensure eligible children aged 2, 3, and 4 years old are able to access their early years entitlement place in high quality inclusive provision, through reviewing and refreshing the actions of Lincolnshire's childcare delivery plan.	Children's Services
Improve the safety of local communities	
We will continue to work with partners to enhance community safety. Over the next year we will focus on achieving this through reducing the impact of fraud, and through strengthening how we support those affected by domestic abuse or perpetrating abuse	Fire Rescue and Public Protection
We will support people to improve their home safety through delivering a comprehensive communication and engagement plan. In year 1 we will promote the SHERMAN initiative and implement the Hoarding Protocol.	Fire Rescue and Public Protection
We will improve the effectiveness and efficiency of service delivery through building a sustainable financial and operating model for the Public Protection Function, pooling budgets and undertaking joint commissioning activity.	Fire Rescue and Public Protection
We will deliver the priorities of the Lincolnshire Road Safety Partnership	Place

Provide good value council services

- No. of online transactions (aim=increase) [*new*]
- Customers' level of satisfaction (aim=increase) [*new*] (measure in the process of being developed through CSC systems later this year)
- % of employee turnover (aim=decrease) and benchmarked against other Local Authorities [*existing*]
- % of sickness absence (aim=decrease) and benchmarked against other Local Authorities [*existing*]
- Number of complaints where the customer considers their concerns have not been fully addressed in the initial complaints stage (exclusive of statutory complaints) (aim=decrease) [*existing*]
- Compliance meets all information and data security requirements (aim=compliance) [*new*]
- Staff undertaking apprenticeships at Lincolnshire County Council (aim=increase) [*existing*]
- Financial spend per head of population and benchmarked against other Local Authorities (aim=to increase spend per head) [*new*]

Activity	Lead Executive Director
Design our processes and services to meet customers' needs	
We will work with health and other public sector bodies to deliver a fully integrated transport service for the benefit of passengers and patients	Place
We will improve the ease of reporting highways defects by enhancing the FixMyStreet app	Place
Shout loud and proud for Lincolnshire to achieve our ambitions	
We will maximise government investment into the county, raising the profile of the county and the Council, through investing in local and national partnerships, including being part of Midlands Engine.	Place
We will champion Lincolnshire, including through lobbying our local MPs and the government.	Place
We will continue to raise the profile of Council Services through a range of strategies including national recruitment campaigns, national conferences and awards, continuing to support improvement in other Councils and advising government on national policy innovation.	Corporate
We will further develop international relationships to support economic growth	Place
Engage, listen and respond to our communities	
We will transform how we engage with communities, listening and acting on what they say and supporting them to be resilient and self-sufficient. This will be articulated through the refresh of our community strategy. In year 1 we will develop residents' panels and deliver a county-wide customer survey	Corporate
We will place the individual, their family and friends at the heart of their care plan through introducing and implementing strength based practice in Adult Care and Community Wellbeing and through Children's Services continuing to embed Signs of Safety.	Adult Care and Community Wellbeing / Children's Services
Maximise opportunities to work with others and improve service delivery	
We will improve service delivery through reviewing the Council's approach to commissioning, including needs assessment, service design, market development, procurement and contract management. In year 1, we will implement the findings of the commissioning review and focus on enhancing the Adult Social Care supply market.	Commercial
We will ensure all workforce structures are fit for purpose in response to the implementation of the transformation programme.	Resources
We will ensure the Coroners Service is modernised, with appropriate facilities to conduct inquests and effective services for bereaved families, through conducting a review of the service.	Fire Rescue and Public Protection
We will deliver an integrated care system in Lincolnshire so our communities have improved access to health and care services.	Corporate
Nurture and celebrate a forward-looking, high-performing, skilled and empowered workforce	
We will refresh our Corporate Workforce Strategy, reviewing culture, values and behaviours, and enabling our staff to be healthy and resilient so we can improve how we support our customers. In year 1, we will focus on developing our staff to be competent in digital technology and in the delivery of our health and wellbeing strategy.	Resources
We will keep and attract talented people through implementing improved recruitment processes, increasing the number and range of apprenticeships, and developing graduate and work experience placements across the Council.	Resources
We will increase our effectiveness by redesigning processes relating to our people and financial management, through an integrated finance and people management system.	Resources
We will enable our workforce to work more efficiently and more agile through the successful implementation of new technologies.	Commercial

Continue to innovate and make best use of our assets	
We will manage and protect data effectively to retain the trust of our residents and increase their ability to access appropriate data, by developing a One Council approach to data and information management.	Commercial
We will protect and enhance our heritage assets and we will maximise the use of our sites for customers, through delivering proposals for the iconic investment in The Collection Museum and Gallery and other heritage sites.	Place
We will maximise the use of space and therefore reduce the overall cost of office accommodation through designing options to create more flexible and agile ways of working, including exploring opportunities for maximising the Lincoln campus.	Commercial
We will plan and manage our financial resources effectively through refreshing our Medium Term Financial Strategy and through delivering comprehensive reviews of specific areas.	Resources
Get the most out of our shared public estate, to provide more community opportunities, housing, employment and accessible services	
We will explore all opportunities to deliver the ambitions of One Public Estate	Commercial
Put our customers first, so we respond with one voice, working effectively across teams	
We will transform the way we engage with customers through the implementation of a customer strategy. In year 1 we will maximise technology solutions in the Customer Contact Centre to enable customers to do more online, including paying for services. In year 2 our emerging digital strategy will enable us to be innovative so our customers can access us through multiple channels.	Commercial
Be there when communities need us most, responding collaboratively to emergencies	
We will provide leadership to help communities to be more resilient and to be prepared for emergencies by working with our communities through the Lincolnshire Town and Parish Councils Associations.	Fire Rescue and Public Protection
We will enable communities to be more resilient and our partners to provide a more integrated response through working with the LRF to respond to emergencies that impact on our communities. Over the next year we will focus on the risks and management of flooding.	Fire Rescue and Public Protection

Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

****Please make sure you read the information below so that you understand what is required under the Equality Act 2010****

Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

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

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

The Lead Officer responsibility

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

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Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background Information

Title of the policy / project / service being considered	Lincolnshire County Council's Corporate Plan 2020-2030	Person / people completing analysis	Verity Druce
Service Area	Corporate	Lead Officer	Debbie Barnes OBE, Head of Paid Service
Who is the decision maker?	County Council	How was the Equality Impact Analysis undertaken?	Desktop exercise
Date of meeting when decision will be made	11/12/2019	Version control	V1
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Directly delivered
Describe the proposed change	<p>A new Corporate Plan is being drafted by the council to set out its long term ambitions for the county and the strategic development needed to fulfil the expectations of Lincolnshire communities for the next 10 years.</p> <p>The Corporate Plan is aiming to establish a high level and strategic perspective of developmental priorities and not a detailed operational delivery plan, therefore this EIA is an overarching one, highlighting who might be impacted and why. Directorate Plans derived from the Corporate Plan will evidence specific impacts on those with protected characteristics.</p>		

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state 'no positive impact'.

Age

Key strategic ambitions might positively impact young people and older people.

Ambition 1 – People and communities will have high aspirations

- Positive impact on young people by helping them leave education with better qualifications and skills and achieve full potential - the impact of this might be increased job opportunities, better health and wellbeing and financial inclusion
- Promote healthy, inclusive and accessible employment and learning opportunities
- Offer additional learning options to all (older people/lifelong learning?)

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

- Support all children to have a loving home
- Give children the best possible start in life
- Children thrive in their early years and are well prepared to start school
- Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities
- Deliver quality children centres, which are at the heart of our communities supporting families so their children thrive
- Good quality, accessible services including for those in need and their carers, that make a real and lasting difference (older people)
- Create accommodation options for greater independence and wellbeing
- Design an accessible and responsive health and care system within local communities which protects people and promotes wellbeing (older people)

Ambition 3 – People and communities will have thriving environments

- Provide great choice and high-quality education

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

- Support those who need extra help, especially older residents

Disability	<p>Key strategic ambitions might positively impact people with disabilities.</p> <p>Ambition 1 – People and communities will have high aspirations</p> <ul style="list-style-type: none"> • Promote healthy, inclusive and accessible employment and learning opportunities • Offer additional learning options to all (learning disability?) <p>Ambition 2 – People and communities will have the opportunity to enjoy life to the full</p> <ul style="list-style-type: none"> • More people are able to live independently and positively contribute to their local community • Good quality, accessible services including for those in need and their carers, that make a real and lasting difference • Create accommodation options for greater independence and wellbeing • Design an accessible and responsive health and care system within local communities which protects people and promotes wellbeing • Promote and enable better mental health for all <p>Ambition 3 – People and communities will have thriving environments</p> <ul style="list-style-type: none"> • Communities have accessible and high quality public services (services accessible to people with disabilities) <p>Ambition 4 – People and communities will have good value council services</p> <ul style="list-style-type: none"> • Support those who need extra help, especially older residents
Gender reassignment	<p>Key strategic ambitions might positively impact people due to gender reassignment.</p> <p>Ambition 1 – People and communities will have high aspirations</p> <ul style="list-style-type: none"> • Promote healthy, inclusive and accessible employment and learning opportunities
Marriage and civil partnership	<p>Key strategic ambitions might positively impact people due to marriage and civil partnership.</p> <p>Ambition 1 – People and communities will have high aspirations</p> <ul style="list-style-type: none"> • Promote healthy, inclusive and accessible employment and learning opportunities
Pregnancy and maternity	<p>Key strategic ambitions might positively impact people due to pregnancy and maternity.</p> <p>Ambition 1 – People and communities will have high aspirations</p> <ul style="list-style-type: none"> • Promote healthy, inclusive and accessible employment and learning opportunities

<p>Race</p>	<p>Key strategic ambitions might positively impact people due to race.</p> <p>Ambition 1 – People and communities will have high aspirations</p> <ul style="list-style-type: none"> • Promote healthy, inclusive and accessible employment and learning opportunities
<p>Religion or belief</p>	<p>Key strategic ambitions might positively impact people due to religion or belief.</p> <p>Ambition 1 – People and communities will have high aspirations</p> <ul style="list-style-type: none"> • Promote healthy, inclusive and accessible employment and learning opportunities
<p>Sex</p>	<p>Key strategic ambitions might positively impact people due to sex.</p> <p>Ambition 1 – People and communities will have high aspirations</p> <ul style="list-style-type: none"> • Promote healthy, inclusive and accessible employment and learning opportunities
<p>Sexual orientation</p>	<p>Key strategic ambitions might positively impact people due to sexual orientation.</p> <p>Ambition 1 – People and communities will have high aspirations</p> <ul style="list-style-type: none"> • Promote healthy, inclusive and accessible employment and learning opportunities

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Key strategic ambitions might positively impact the following groups:

Rural isolation

- Better digital infrastructure, providing improved connectivity
- Road and transport infrastructure continue to improve with better maintenance and connectivity
- Communities have accessible and high quality public services (services accessible geographically?)
- Advocate for investment in our transport and energy infrastructure, digital connectivity and schools, championing active, sustainable travel
- Improve the safety of local communities
- Support community spaces and travel

Financial inclusion

- Establish high quality job, skills and development opportunities

Carers

- Help those who look after others
- Good quality, accessible services including for those in need and their carers, that make a real and lasting difference

Adverse/negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state 'No mitigating action identified'.

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Age	No perceived adverse impact at this moment in time.
Disability	No perceived adverse impact at this moment in time.
Gender reassignment	No perceived adverse impact at this moment in time.
Marriage and civil partnership	No perceived adverse impact at this moment in time.
Pregnancy and maternity	No perceived adverse impact at this moment in time.

Race	No perceived adverse impact at this moment in time.
Religion or belief	No perceived adverse impact at this moment in time.
Sex	No perceived adverse impact at this moment in time.
Sexual orientation	No perceived adverse impact at this moment in time.

If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at consultation@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

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Objective(s) of the EIA consultation/engagement activity

The objective of the engagement planned is to give key stakeholders the opportunity to review the draft Corporate Plan and feedback on two main elements:

- What success for Lincolnshire looks like
- What the Council will deliver with our partners to achieve success for Lincolnshire

Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic

Age	As the Corporate Plan is to establish a high level and strategic perspective of developmental priorities, engagement has not specifically targeted groups with protected characteristics.
Disability	As the Corporate Plan is to establish a high level and strategic perspective of developmental priorities, engagement has not specifically targeted groups with protected characteristics.
Gender reassignment	As the Corporate Plan is to establish a high level and strategic perspective of developmental priorities, engagement has not specifically targeted groups with protected characteristics.
Marriage and civil partnership	As the Corporate Plan is to establish a high level and strategic perspective of developmental priorities, engagement has not specifically targeted groups with protected characteristics.
Pregnancy and maternity	As the Corporate Plan is to establish a high level and strategic perspective of developmental priorities, engagement has not specifically targeted groups with protected characteristics.
Race	As the Corporate Plan is to establish a high level and strategic perspective of developmental priorities, engagement has not specifically targeted groups with protected characteristics.
Religion or belief	As the Corporate Plan is to establish a high level and strategic perspective of developmental priorities, engagement has not specifically targeted groups with protected characteristics.

Sex	<p>As the Corporate Plan is to establish a high level and strategic perspective of developmental priorities, engagement has not specifically targeted groups with protected characteristics.</p>
Sexual orientation	<p>As the Corporate Plan is to establish a high level and strategic perspective of developmental priorities, engagement has not specifically targeted groups with protected characteristics.</p>
<p>Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way? The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	<p>Yes. Although engagement has not specifically targeted at groups with protected characteristics at this stage, countywide engagement for the Corporate Plan has been carried out amongst key groups and sectors as detailed below:</p> <ul style="list-style-type: none"> • 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
<p>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</p>	<p>Directorate Plans will be developed to sit under and aid in delivery of the Corporate Plan objectives: this will include success measures for each objective which will be reported on.</p>

Further Details

Are you handling personal data?	<p>No</p> <p>If yes, please give details.</p>
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Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Debbie Barnes OBE to review and update as necessary to v2	Debbie Barnes OBE, Head of Paid Service	Ongoing

Version	Description	Created/amended by	Date created/amended	Approved by	Date approved
V1	Engagement team and Commercial Manager first draft	Engagement team	27/11/19	Debbie Barnes OBE, Head of Paid Service	29/11/19

Examples of a Description:

'Version issued as part of procurement documentation'

'Issued following discussion with community groups'

'Issued following requirement for a service change; Issued following discussion with supplier'

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**Open Report on behalf of Heather Sandy, Executive Director -
Children's Services**

Report to:	Overview and Scrutiny Management Board
Date:	30 April 2020
Subject:	Post-16 Transport Policy Statement 2020-21

Summary:

This report invites the Overview and Scrutiny Management Board to consider a report which will be presented to the Executive at its virtual meeting on 5 May 2020, on the Post-16 Transport Policy Statement 2020-21. The views of the Board will be reported to the Executive as part of its consideration of this item.

In usual circumstances this report would be considered by the Children and Young People Scrutiny Committee, but on this occasion is being considered by this Board. Members of the Children and Young People Scrutiny Committee will be invited to comment on this report by email and any comments received will be reported to the Board at its meeting.

Actions Required:

The Overview and Scrutiny Management Board is invited to:

1. receive any comments from the Children and Young People Scrutiny Committee.
2. consider the report in Appendix 1 and determine whether the Board supports the recommendations to the Executive as set out in the report.
3. agree any additional comments to be passed to the Executive in relation to this item.

1. Background

The Executive is due to consider the report in Appendix 1 at its virtual meeting on 5 May 2020.

The report would in usual circumstances be considered by the Children and Young People Scrutiny Committee. On this occasion it is being considered by this Board. It cannot be deferred, as the Council has a statutory duty to publish a Post-16 Transport Policy (the Policy) every year by 31 May. Therefore a decision on this report cannot be deferred to a later meeting of the Executive in June.

To enable the Children and Young People Scrutiny Committee to consider and provide feedback on this report, the members of the Committee will be invited to comment on this report via email. Any comments received from the Children and Young People Scrutiny Committee will be reported to the Board at its meeting on 30 April 2020.

2. Conclusion

Following consideration of the attached report to the Executive, the Board is requested to consider whether it supports the recommendations in the report and whether it wishes to make any additional comments to the Executive. Comments from the Board and the Children and Young People Scrutiny Committee will be reported to the Executive.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Yes

b) Risks and Impact Analysis

The equality impact assessment is set out in Appendix B to the main report.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report to the Executive on the Post-16 Transport Policy Statement 2020-21

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 Teri Marshall, who can be contacted on 01522 553440 or teri.marshall@lincolnshire.gov.uk.

**Open Report on behalf of Heather Sandy, Executive Director -
Children's Services**

Report to:	Executive
Date:	05 May 2020
Subject:	Post-16 Transport Policy Statement 2020-21
Decision Reference:	I019546
Key decision?	Yes

Summary:

The Council provides subsidised transport for learners of sixth form age (extended to age 25 for learners with Special Educational Needs and/or Disabilities (SEND)) to a school sixth form, college of further education or other approved setting. This costs the Council c. £3m per year and the Council recovers a proportion of the cost (c. £1m), through a charge to parents or students which is currently £570 per annum (£579 if paid in instalments).

Transport support is provided by the Council in recognition of its duty to ensure access to further education and training opportunities.

This report sets out the Council's proposed Post-16 Transport Policy Statement 2020/21 (the Policy) as required by section 509AA of the Education Act 1996. The Council must publish the Policy every year by 31 May. The Policy has also been developed in accordance with the statutory Guidance issued by the Department for Education (DfE) in January 2019.

It is proposed that there are no changes to the Policy for 2020/21 and that the parent/student contribution remains at the same level as the previous three years.

Engagement has been undertaken on the content of the Policy to obtain the views of key stakeholders. The report reflects the findings for consideration.

Recommendation(s):

That the Executive:

- (1) Approves the adoption of the Policy attached at Appendix A as the Post-16 Transport Policy Statement for 2020/21.
- (2) Approves the continuation of the student/parent contribution at a rate of £570 per annum (£579 if paid in instalments).

Alternatives Considered:

- | | |
|----|--|
| 1. | To decrease or increase the parent/student contribution. |
|----|--|

Reasons for Recommendation:

The approval and subsequent publishing and operation of the Policy attached at Appendix A, enables the Council to meet its statutory duties in relation to the transport of learners of sixth form age (25 years for learners with SEND) to a school sixth form, college of further education or other approved setting.

The Policy is sustainable as described in the report and strikes a balance between continuing to be affordable to families and at the same time allowing the Council to maintain its offer of support using the funds it has available.

1. Background

The Council has a statutory duty under Section 10 of the Education and Skills Act 2008 to promote the effective participation in education or training of persons, belonging to its area with a view to ensuring that they can participate in appropriate full-time education or training, an apprenticeship or are in full-time occupation and participate in sufficient relevant training, all pursuant to Section 2 of the 2008 Act.

The Council also has a statutory duty to publish a Post-16 Transport Policy (the Policy) every year by 31 May, setting out the arrangements for the provision of transport or otherwise that the authority considers it necessary to make for facilitating the attendance of persons of sixth form age at:

- schools;
- any institution maintained or assisted by the authority which provides further education or higher education or both;
- any institution within the further education sector;
- any 16-19 years Academy;
- any other establishment at which the authority secures the provision of education or training.

The DfE published revised statutory Guidance in January 2019 that local authorities must follow and pay regard to when drawing up their Policy.

The Guidance states the overall intention of the 16-18 years transport duty is to ensure that learners of sixth form age are able to access the education and training of their choice and ensure that if support for access is required it will be assessed and provided where necessary. The Council's duty to publish details of its transport support is also explicitly stated in the Education Act 1996, particularly with references to Sections 508 and 509.

It is proposed that no changes are made to the Policy Statement this year.

Financial Contributions from Parents and Students

The Council has historically subsidised the cost of post-16 travel in Lincolnshire to support access to education and training opportunities for learners of sixth-form age. This subsidy ensures that the cost of the travel is not a barrier to accessing opportunities, as is required in the Guidance issued to local authorities by the Department for Education. Local authorities are not obliged to provide subsidised support.

Currently, the Council spends c. £3m per financial year on transport for post-16 learners and requires parents/students to make a contribution which generates c. £1m of income to offset this (net expenditure of £2m).

The contribution made by parents and students to the cost of post-16 transport has been maintained at a level that has not exceeded CPI [Consumer Price Index] inflation in recent years. The annual cost has been maintained at £570 a year for the past three years. This compares favourably with commercial fares in most cases. Some examples of daily commercial fares are given below.

Bus/Train	Return Journey	2017/18	2018/19	2019/20	2020/21
Bus	Louth to Lincoln	£9.00	£9.00	£9.00	£9.30
Bus	7 day Mega Rider (Lincoln Area)	£12.00	£13.00	£13.00	£14.00
Train*	Metheringham to Lincoln	£4.60	£4.70	£4.80	£4.90
Bus	Skegness to Boston	£6.40	£6.40	£6.00	£6.20
Train*	Heckington to Boston	£6.20	£6.40	£6.60	£6.80
Train*	Wainfleet to Boston	£8.70	£9.00	£9.20	£9.50
Train*	Sleaford to Grantham	£10.30	£10.60	£10.90	£11.20
Bus	Sleaford to Grantham	£9.00	£9.00	£7.00	£9.30
Bus	Long Sutton to King's Lynn	£6.20	£6.50	£6.20	£7.00
Bus	Louth to Grimsby	£8.20	£8.50	£8.50	£9.00
Train*	Market Rasen to Lincoln	£9.00	£9.30	£9.50	£9.80
Bus	Market Rasen to Lincoln	£8.30	£8.70	£8.70	£9.20
Bus	Ruskington to Lincoln	£9.00	£9.00	£9.00	£7.80

Bus/Train	Return Journey	2017/18	2018/19	2019/20	2020/21
Train*	Gainsborough to Lincoln	£8.40	£8.70	£8.90	£9.10
Train*	Ruskington to Lincoln	£6.90	£7.10	£7.30	£7.50
Bus	Gainsborough to Lincoln	£8.20	£8.50	£8.50	£6.70
Bus	Welbourn to Lincoln	£7.00	£7.20	£7.20	£7.60
Bus	Navenby to Lincoln	£6.90	£7.20	£7.20	£7.60
<i>LCC Pass</i>	<i>Home to School or College</i>	<i>£3.17</i>	<i>£3.17</i>	<i>£3.17</i>	<i>£3.17</i>

*Young people can get up to a third off these fares by buying a young person's railcard, but travel times are restricted to mainly off peak times.

The Executive is asked to note increasing cost pressures including the requirement to fully fund small but increasing numbers of adult learners transport, the increasing costs of commercial contracts and bus and train fares, a rise in the number of pupils being entitled to transport as well as increasing costs emerging to fulfil the Public Service Vehicle Accessibility Regulations (PSVAR).

Consideration has been given to increasing the contribution to the cost of post-16 transport. It is recommended that the contribution remains at £570 a year for 2020/21 because it is considered this subsidy level can still enable existing levels of service to be sustained.

The Policy continues to support families on low incomes by ensuring that the charge is affordable as set out above. The Council applies a flat rate charge regardless of location, which in a large rural county ensures that families in rural locations are not disadvantaged by the greater cost incurred by the Council in arranging transport in rural locations. For students with Special Educational Needs and/or Disabilities, the transport needs are assessed on an individual basis. Whatever transport is specifically needed to meet the needs of individual learners, is provided at the same fixed rate charge.

Colleges, sixth forms and other providers of further education are given 'bursary funding' directly by the government, which they can give to a learner to help them with the cost of further education, including transport costs if appropriate. The use of these funds is at the discretion of the education providers. The Council makes reference to this funding source in the Policy, as required by Guidance.

Engagement

The Council has previously undertaken annual consultation on the Policy but recent advice from the DfE and legal representatives is that in future years there will be no requirement to complete a consultation process on the Post-16 Transport Policy if the Council does not plan to make any amendments to the transport offer for that academic year.

Online consultation has taken place this year between 30 January and 1 March 2020 even though no changes are proposed to the Policy because the advice had not been issued at this time. Respondents were asked to give their views on the proposed Policy and to offer any opinion on changes or amendments they would like to see. Full copies of the survey responses are available at the request of the Executive. A summary of the feedback received during the consultation is provided below.

The online consultation/engagement produced 88 written responses, most of which were unsupportive of the policy. The consultation details were sent to approximately 2,970 email accounts, including current entitled year 11 and post-16 students/parents, all approved transport providers and 13 colleges. Additionally, the details were advertised more widely through SchoolNews which is available to 386 Lincolnshire schools and to the wider general public periodically during the consultation period through social media networks. The response rate is therefore representative of 3% of those people directly contacted and should not therefore be taken as evidence that the Policy or how it works is meeting with general dissatisfaction. The Policy allows many thousands of young learners to access further education, and all indications are that the vast majority accept the Policy as fair and supportive. Very few complaints have been received about the previous Policy, and the few that have been received, are mainly about non-entitlement for specific individuals.

Response to Comments

The following main points were made by respondents in the survey and the Council's comments are given:

Transport should be provided free of charge.

Council comment. The Council, in common with most other local authorities, make a charge for the provision of post-16 transport. The Council subsidises transport so as to make transport affordable and effective for young learners. The DfE Guidance is very clear that transport for post-16 learners does not have to be offered free of charge. The income generated helps to sustain the transport offer at the post-16 phase to ensure the Council is meeting its duty of ensuring there is access to post-16 education.

The Designated Transport Areas (DTAs) should be reconsidered. Options are limited.

Council comment. Transport will be provided to the nearest sixth form or college as well as a DTA sixth form or college. This ensures that a choice of study destinations is available for all learners.

Access should be to a choice of colleges, if a preferred course is not available at the nearest college.

Council comment. The Council would be liable for greatly increased costs if it agreed to support transport to a further distant college on the basis of student choice. This financial pressure generated might threaten the viability of the support system at a time of constrained budgets. Most colleges also provide transport support to students to access their courses, since they are in competition with one another for students.

Better transport links. It is difficult to access a bus directly from specific villages due to rural nature of the county.

Council comment. Transport is provided from a point near the home (which may have to be walked to) to a point near or at the school or college. This ensures that the transport provision is comprehensive, and covers the whole county. Any student who could not be expected to make his/her own way to or from a pick-up/drop-off point would have their individual transport needs assessed, and appropriate arrangements made if necessary. This ensures that all learners can attend an appropriate course of study.

Students have to stay in education until they are 18 years old so they should not have to pay for transport.

Council comment. The majority of the responses are critical of the Council's Policy of charging, as can be seen above. Most of the critical responses also assume that full-time post-16 education and training is compulsory for young learners until the age of 18. However, the duty to participate is not a duty to remain in full-time education and can include part-time learning, apprenticeships, on the job training and in work qualifications, and therefore the Council is not under a duty to provide transport free of charge, which it would have been required to do if the duty was prescriptive on learners. The statutory school leaving age has not changed, only the need for young people to participate in some form of learning until the age of 18.

Although the online survey/questionnaire did not attract very many direct responses, this should be considered against a background of provision, whereby the Council's facilitation of transport has widespread acceptance among the community. Very little comment is made about the provision, which is widely used, and is part of a network of support for young learners.

2. Legal Issues:

Equality Act 2010

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

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

- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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

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

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

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

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

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

An Equality Impact Assessment (EIA) is enclosed at **Appendix B** in respect of the proposed Transport Policy Statement. The EIA concludes that there are potential impacts for certain groups in the protected characteristics. Mitigating actions are also set out in the EIA.

In respect of disability, in particular, the individual transport needs of students and young learners are always considered and appropriate transport arrangements made. The policy is to provide transport for students to and from home to school, college or other setting. 'Home' can be a point up to three miles from a student's actual home for the purposes of operation of the policy, however this distance is always dis-applied where the young person could not be expected to walk to a school or college, or to a transport pick up point and bespoke arrangements are made for the young person as needed.

Additionally, for young people with an Education, Health and Care Plan (EHCP) who begin a new course of study after their nineteenth birthday, they will be classed as a relevant young adult and will therefore be provided with transport free of charge.

The potential impacts identified are based on the fact that certain groups with a protected characteristic may be more likely to be on lower incomes. This is addressed by the affordability of the Council charge and the existence of bursaries from provider institutions which take into account ability to pay. These bursaries are provided through funding issued directly by the government to provider institutions. This is money that used to be channelled through the local authority. That is no longer the case.

The Council does not itself therefore operate any kind of reductions or means tested assistance for families on low income. The flat rate charge is considered to be justifiable in a large rural county like Lincolnshire for reasons given above. Families on low incomes can apply for the bursaries referred to.

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

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

The JSNA and JHWS report on the health and wellbeing needs of the people of Lincolnshire. It brings together detailed information on local health and wellbeing needs and looks ahead at emerging challenges and projected future needs. The Lincolnshire JSNA and JHWS identify a number of needs that directly relate to young people. The policy on transport support underpins the aims of the JSNA and JHWS in the following areas:

- improve health and social outcomes and reduce inequalities;
- achieve potential; and
- improve educational attainment.

Each of the aims are specifically addressed by this policy statement, since its overriding aim is to enable young people to participate in education and training until they reach the age of 18 or beyond. For students with learning difficulties and/or disabilities it is particularly important that they are allowed longer to complete this process of further education and the transport policy supports continued participation for this category until the age of 25 years where necessary.

Crime and Disorder

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

The Post-16 Transport Policy Statement sets out the means by which the Council supports young people to access education and training and therefore contributes to reducing the potential for crime and disorder. In particular, by offering guaranteed transport at an affordable rate the policy enables young people to engage in purposeful activity, namely education and training, leading to recognised qualifications. This takes place in recognised settings where issues such as citizenship and community cohesion are integrated into the student offer by means of curriculum input and tutorial support.

3. Conclusion

The approval and subsequent publishing and operation of the Policy attached at Appendix A, enables the Council to meet its statutory duties in relation to transport for learners of sixth form age (25 for learners with SEND) to a school sixth form, college of further education or other approved setting.

The Policy is sustainable as described in the report and strikes a balance between continuing to be affordable to families and at the same time allowing the Council to maintain its offer of support using the funds it has available.

Consideration has been given to consultation feedback, particularly the contribution towards transport. It is felt that the contribution still provides value for money and it is recommended this is not increased this year. The contribution also ensures the medium term sustainability of the Policy, to benefit learners throughout the county.

The Executive is asked to consider the information here and approve the Policy as the Council's Post-16 Transport Statement for 2020/21.

4. Legal Comments:

The Council is required under Section 509AA of the Education Act 1996 to prepare for each academic year a transport policy statement specifying the arrangements it considers it necessary to make for facilitating the attendance of persons of sixth form age receiving education or training at specified educational institutions. The statement is required to specify the financial assistance the Council considers it appropriate to make in fulfilling that duty. The Department for Education also publishes statutory guidance which a local authority must have regard to when formulating its transport statement.

This report seeks approval to adopt and publish the post-16 transport policy statement as required by the statutory provisions attached to the Executive report which is the same as for previous years. It would be lawful for the Executive to make a decision in accordance with the recommendation.

The proposal is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

The recommendation in the report to approve the adoption of the Post-16 Transport Policy for 2020/21 will enable the Local Authority to meet its statutory duties to provide access in relation to learners of sixth form age (25 years for learners with SEND) to a school sixth form, college of further education or other approved setting. The recommendation is no changes to the Policy for 2020/21 and that the parent / student contribution remains at the same level. The Council applies a flat rate charge regardless of location to ensure that families in rural locations are not disadvantaged by the greater cost incurred.

The service has considered the contribution rates in supporting the cost of post-16 transport through its subsidised offer. The conclusion is that the contribution rate is affordable to families, and the planned income from parents / students enables the Council to continue funding the delivery of the activity. A base budget exists to meet the cost of the post-16 transport delivery less the planned income from parents / students. It should be noted that the home to school transport delivery is a demand-led budget with a number of external factors that impact on its overall cost. The position will be kept under careful consideration going forward to ensure it remains sustainable within the funds determined by the Council.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This report is due to be considered by a virtual meeting of the Overview and Scrutiny Management Board scheduled to be held on 30 April 2020. In usual circumstances, this report would have been considered by the Children and Young People Scrutiny Committee, but on this occasion the Committee will be invited to comment on this report by email. Any comments of the Board and the Children and Young People Scrutiny Committee will be presented to the Executive.

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

For all groups (not just those in groups that have protected status) there are some positive impacts of the proposals. The purpose of the statement is to ensure young people have reasonable choice of course at the post 16 phase of their education and have a means of accessing it. The purpose of the financial contribution is to ensure that the service offer is sustained and those living in rural areas are not any more disadvantaged in terms of costs than those living in urban areas.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Post 16 Education Transport Policy Statement 2020-21
Appendix B	Post 16 Transport Policy Statement 2019-20 – Equality Impact Analysis

8. Background Papers

Document title	Where the document can be viewed
Statutory Guidance for Local Authorities - January 2019	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/772913/Post16_transport_guidance.pdf

This report was written by Teri Marshall, who can be contacted on 01522 553440 or teri.marshall@lincolnshire.gov.uk.

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Lincolnshire County Council Proposed Post 16 Education Transport Policy Statement 2020/21

Transport policy statement for young people aged 16-18 in further education, continuing learners aged 19 and those young people aged 19 – 24 (inclusive) with learning difficulties and/or disabilities.

**Contact Details:
Children's Services Transport Commissioning Team
County Offices
Newland
Lincoln
LN1 1YL
Tel: 01522 782020,
E-mail: schooltransportapplications@lincolnshire.gov.uk**

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1. Introduction

Local authorities do not have to provide free or subsidised post 16 travel support but do have a duty to prepare and publish an annual transport policy statement specifying the arrangements for the provision of transport or other support that the authority considers it necessary to make to facilitate the attendance of all persons of sixth form age receiving education or training.

All young people carrying on their education post 16 must reapply for travel support.

'Sixth form age' refers to those young people who are over 16 years of age but under 19 or continuing learners who started their programme of learning before their 19th birthday.

Local authorities also have a duty to encourage, enable and assist young people with learning difficulties/disabilities to participate in education and training, up to the age of 25.

This policy uses the term 'Post 16' to include both learners of sixth form age and those with learning difficulties/disabilities up to the age of 25.

This policy document specifies the support that Lincolnshire County Council (the Council) considers necessary to facilitate the attendance of Post 16 learners receiving education or training.

Education or training refers to learning or training at a school, further education institution, a council maintained or assisted institution providing higher or further education, an establishment funded directly by the Education Skills Funding Agency, learning providers delivering accredited programmes of learning which lead to positive outcomes and are funded by the Council, for example, colleges, charities and private learning providers.

2. Aims and Objectives

The Council has the following aims and objectives when assessing transport / travel support:

- To enable every learner reaching school leaving age living in Lincolnshire to access a course of education or training.
- To provide subsidised transport support to learners of sixth form age to the nearest or transport designated sixth form, college or other licensed provider over 3 miles from the student's home. Designated Transport Areas (DTAs) are areas drawn round colleges and schools indicating a transport entitlement. A copy of the DTAs can be found at Appendix G of the home to school/college transport policy (<https://www.lincolnshire.gov.uk/school-college-transport>), and a list of licensed providers is included at section 3.2.3 within this policy statement.

- To assess the needs of learners with special educational needs and/or disabilities (SEND) on an individual basis to determine the necessary and appropriate support required of the Council to facilitate attendance.
- To take account of the demographic makeup of the Council when determining the subsidy towards transport to include the rural nature of the county, the distances travelled by rural learners and the specific needs of SEND learners.
- To ensure the support is affordable to all by maintaining the request of a flat rate contribution towards the transport for all sixth form learners, irrespective of the factors mentioned above;
- To promote a partnership approach to supporting learners experiencing economic hardship by sign-posting learners to the support that is available from all partners, to include education providers through Bursary Support Funding.

3. Transport and Travel Support

3.1 From the Council

3.1.1 Entitlement

The policy of the County Council is to offer transport support to young learners, to their nearest or DTA sixth form or college, or other licensed provider (DTAs are areas drawn round colleges and schools indicating a transport entitlement), subject to living more than 3 miles from the sixth form or college.

If the young person meets these criteria, the Council will offer transport support to sixth form learners subject to an annual contribution of £570 (or £579 if paid in instalments) which can be paid as follows:

- A full payment of £570
- In three instalments of £193
- In 6 instalments of £96.50

Subject to the contribution being paid, transport support, usually in the form of a bus or train pass, will be provided.

The Council will consider any application made, and recommends that anyone who thinks they might be entitled to transport support to apply from March onwards. They can apply anytime from that month but if the application and payment is not made by 31 July there is no guarantee that transport will be in place for the beginning of the new academic year in September.

Transport can be applied for online (<https://www.lincolnshire.gov.uk/school-college-transport>). This is the quickest and fastest way to apply. Alternatively, if an applicant is unable to access the online form, our Customer Services Centre can take an application over the phone. Help with making applications is available by ringing 01522 782020.

We will respond to your application by writing to the applicant's e-mail or postal address confirming entitlement to transport support, and enclosing details of when and how payment of the learner contribution can be made where necessary. After an arrangement to pay the contribution has been made, where this is necessary, the travel details and pass are sent out. If transport support is refused an opportunity to appeal against the decision is given, where an applicant feels that the Council has not followed its own policy or the law or they believe there are exceptional circumstances that Officers need to be aware of. Details of the appeals process are provided at the time of the refusal.

The transport provision is one outward journey and one return journey, timed for the start and finish of the school or college day. Transport is provided to the main school or college sites only in most cases and transport is not normally provided to satellite sites as an entitlement. The Council will only support transport to a satellite site if this site is closer than the main campus, where an entitlement has been determined, and the satellite site is over three miles from the home address.

Transport provision made is appropriate to the location and timings of the school or college day. It may be necessary for a student to make his or her own way to and from a transport pick-up point up to three miles, if they are able to do so.

Learners with learning difficulties and/or disabilities may require transport support beyond the age of 18 because their further education requires attendance beyond that age. Specific details regarding the support for these learners are covered in section 5.

3.1.2 Specialist Courses

Transport support is not offered to a school or college that is not the nearest or designated one for the students address or is not the nearest that is able to meet a young person's special educational needs as defined within their Education Health and Care Plan. Additionally, account is not taken of preferred courses or specialist courses, which are not available at the nearest or designated college or school.

However, there is limited transport support available to access some specialist courses delivered from Riseholme College. These are currently:

- Agriculture (Level 2 or above)
- Environmental Studies (Level 2 or above)
- Horticulture (Level 2 or above)
- Arboriculture (Level 2 or above)
- Equine Management (Level 2 or above)

Transport support is also available under the policy to students following courses in:

- Access to Music (Lincoln only)

The above are supported if the following distance criterion is met: the distance from home to college is over 3 miles but less than 45 miles, and the student contribution is paid.

Transport support is also available to the following University Technical Colleges (UTC) if the chosen college is the nearest Post 16 College to the student's home address, is over three miles distant and the contribution is paid:

- Lincoln UTC,
- Peterborough UTC
- Scunthorpe UTC

3.1.3 Concessionary

Where a young person does not qualify against the entitlement criteria described above, they may be able to utilise spare seats on contracted vehicles (non-fare paying) serving schools and colleges, where there is no commercial 'fare paying' service in the area. These are known as 'concessionary seats'. These seats are offered at the same charging rate as for entitled learners (£570 p.a. in 2020/21) although the charge is calculated on a daily basis depending on when the seat is offered. Please ring 01522 782020 for application details. Concessionary travel/spare seat allocation is given at the discretion of the County Council's Transport Services Group (TSG) and can be withdrawn at short notice if the seat is needed for a learner entitled to transport support.

3.1.4 Call Connect

Call Connect is part of the County's public transport network, but operates on a pre-booking basis to transport people from specific pick-up points to specific set-down locations. Anyone can use the service for any purpose, and thus it may be of use to some learners who do not qualify for a bus or train pass under the County's policy. The service costs no more to use than standard bus services and registration is free. Call Connect cannot be booked more than a week ahead in most cases. Details can be obtained by ringing 0345 234 3344 or 01522 553143 or from the website www.lincsinterconnect.com

3.2 Details of fares, concessions, discounts, subsidies, passes and other travel arrangements available in Lincolnshire

3.2.1 From local bus operators

Provision of public transport in Lincolnshire is made largely by local bus operators, who offer services on a commercial basis. The County Council supports a number of local bus services to enable people to access services. Most operators have weekly or monthly travel card schemes, discounts and promotions and these can be confirmed with the operators directly. For some students living in urban areas and travelling on shorter journeys, the discounted schemes offered by the commercial operators may offer a cheaper alternative to that offered by the Council. Students

and families living in these areas are encouraged to research their travel options before making a decision on their preferred provider. There is a website which can be used to find details of services: www.lincsbus.info. Alternatively, travel information can be obtained from Traveline on: 0871 200 22 33 or www.traveline.info. The contact details for commercial operators approved by the Council are included in the contacts below.

3.2.2 From schools and colleges and other providers offering post 16 courses

Schools with sixth form provision and colleges of further education have some funding available to help students with expenses connected with their study, including travel costs. This funding is known as '**bursary funding**' as follows:

The 16 to 19 Bursary Fund

This provides financial support to help young people overcome specific barriers to participation so they can remain in education.

There are 2 types of 16 to 19 bursaries:

1. A vulnerable bursary of up to £1,200 a year for young people in one of the defined vulnerable groups below:
 - in care
 - care leavers
 - in receipt of Income Support, or Universal Credit in place of Income Support, in their own right
 - in receipt of Employment and Support Allowance or Universal Credit and Disability Living or Personal Independence Payments in their own right
2. Discretionary bursaries which institutions award to meet individual needs, for example, help with the cost of transport, meals, books and equipment

To be eligible for the discretionary bursary young people must:

- be aged 16 or over but under 19 at 31 August 2020 or
- be aged 19 or over at 31 August 2020 and have an EHCP
- be aged 19 or over at 31 August 2020 and continuing on a programme of learning they began aged 16 to 18 ('19+ continuers')
- be studying a programme that is subject to inspection by a public body which assures quality (such as Ofsted), the provision must also be funded by either a Government funding agency or the local authority

Schools and colleges are responsible for managing both types of bursary. Establishments are able to implement their own policies so we advise that they be contacted directly to discuss the support on offer and how to apply for it. Further information can be found at www.gov.uk/, search for post 16 bursaries.

Additionally, some schools and colleges contract transport directly with bus operators in their area to support their students. Unfortunately we are unable to verify the exact level and method of support offered by all individual institutions and so strongly recommend that learners check for themselves any offer of support available from education providers.

3.2.3 Contact details for education providers and local transport companies.

The following schools, colleges of further education and independent providers below, offer courses that might qualify for transport support. To find out if transport support is available to a particular provider from the Council, consult the transport policy and DTA map at Appendix G of the policy (<https://www.lincolnshire.gov.uk/school-college-transport>). You are also advised to contact the college/school/centre you are interested in directly to ask about any support there might be available with transport. These are listed in alphabetical order below:

- Alford Queen Elizabeth's Grammar School, Station Rd, Alford LN13 9HY
Tel: (01507) 462403
Website: www.gegs.co.uk
- Boston College, Skirbeck Road, Boston. PE21 6JF
Tel: (01205) 365701
Website: www.boston.ac.uk
- Boston Grammar School, South End, Boston, Lincs, PE21 6JY
Tel: (01205) 366444
Website: www.bostongrammarschool.co.uk
- Boston High School, Spilsby Road, Boston, Lincolnshire, PE21 9PF
Tel: (01205) 310505
Website: www.bostonhighschool.co.uk
- Boston The John Fielding Community Special School, Ashlawn Drive, Boston, PE21 9PX
Tel: 01205 363395
Website: www.johnfieldingschool.co.uk
- Bourne Academy, Edinburgh Crescent, Bourne, PE10 9DT
Tel: (01778) 422365
Website: www.bourneacademy.org
- Bourne Grammar School, South Road, BOURNE, PE10 9JE
Tel: (01778) 422288
Website: www.bourne-grammar.lincs.sch.uk
- Bourne Willoughby School, South Road, Bourne, Lincolnshire. PE10 9JD
Tel: (01778) 425203

Website: www.willoughby.lincs.sch.uk

- Branston Community Academy, Station Road, Branston, LN4 1LH
Tel: (01522) 880400
Website: www.branstonca.lincs.sch.uk
- Caistor Grammar School, Church Street, Caistor, LN7 6QJ
Tel: (01472) 851250
Website: www.caistorgrammar.com
- Children's Links, Suite 1&4, Gymplex Buildings, Boston Road, Horncastle
LN9 6HU
Tel: 01507 528300
Website: www.childrenslinks.org.uk
- CLIP, 8 Queen St, Market Rasen LN8 3EH
Tel: (01673) 843489
Website: www.cliplearning.com
- Deeping St James The Deepings School, Park Road, Deeping St. James, PE6
8NF
Tel: 01778 342159
Website: www.deepings.anthemtrust.uk
- Gainsborough Aegir Specialist Academy, Gainsborough Educational Village,
Sweyn Lane, Gainsborough, DN21 1PB
Tel: (01427) 619360
Website: www.aegirspecialistacademy.co.uk
- Gainsborough Queen Elizabeth's High School, Morton Terrace, Gainsborough
DN21 2ST
Tel: (01427) 612354
Website: www.gehs.lincs.sch.uk
- Grantham College, Stonebridge Road, Grantham. NG31 9AP
Tel: (01476) 400200
Website: www.grantham.ac.uk
- Grantham Kesteven and Grantham Girls' School, Sandon Road, Grantham,
NG31 9AU
Tel: 01476 563017
Website: www.kestevengrantham.lincs.sch.uk
- Grantham Sandon School, Sandon Road, Grantham, NG31 9AX
Tel: 01476 564994
Website: www.ganf.org.uk
- Grantham The King's School, Brook Street, Grantham, NG31 6RP

Tel: 01476 563180
Website: www.kings.lincs.sch.uk

- Grantham The Priory Ruskin Academy, Manthorpe Site, Rushcliffe Road, Grantham, NG31 8ED
Tel: (01476) 410410
Website: www.prioryruskin.co.uk
- Grantham Walton Academy, Harlaxton Road, Grantham, Lincolnshire, NG31 7JR
Tel: (01476) 563251
Website: www.walton-ac.org.uk
 - Grimsby Franklin College, Chelmsford Avenue, Grimsby, DN34 5BY
Tel: (01472 875000)
Website: www.franklin.ac.uk
 - Grimsby Institute, Nuns Corner, Grimsby. DN34 5BQ
Tel: (0800) 315002
Website: www.grimsby.ac.uk
 - Hill Holt Wood, Norton Disney, Lincoln LN6 9JP
Tel: (01636) 892836
Website: www.hillholtwood.co.uk
- Holbeach University Academy Holbeach, Park Road, Holbeach, Spalding PE12 7P
Tel: (01406) 423042
Website: www.universityacademyholbeach.org
- Horncastle Queen Elizabeth's Grammar School, West Street, Horncastle, LN9 5AD
Tel: (01507) 522465
Website: www.gegs.lincs.sch.uk
 - King's Lynn College of West Anglia, Tennyson Ave Kings Lynn, Norfolk PE30 2QW
Tel: (01553) 761144
Website: www.cwa.ac.uk
 - Lincoln Castle Academy, Riseholme Road, Lincoln, LN1 3SP
Tel: 01522 529203
Website: www.lincolncastleacademy.co.uk
 - Lincoln Christ's Hospital School, Wragby Road, Lincoln, LN2 4PN
Tel: 01522 881144
Website: www.christs-hospital.lincs.sch.uk

- Lincoln College, Student Services, Monks Road, Lincoln, LN2 5HQ
Tel: (01522) 876000
Website: www.lincolncollege.ac.uk
- Lincoln St Christopher's, Hykeham Road, Lincoln, LN6 8AR
Tel: 01522 528378
Website: www.lincolnstchristophers.com
- Lincoln St. Francis Community Special School, Wickenby Crescent, Lincoln, LN1 3TJ
Tel: (01522) 526498
Website: www.st-francis.lincs.sch.uk
- Lincoln St Peter and St Paul Catholic Voluntary Academy, Western Avenue, LN6 7SX
Tel: 01522 871400
Website: www.sspp.lincs.sch.uk
- Lincoln The Priory Academy LSST, Cross O'Cliff Hill, Lincoln, LN5 8PW
Tel: 01522 889977
Website: www.priorylst.co.uk
- Lincoln The Priory City of Lincoln Academy, Skellingthorpe Road, LN6 0EP
Tel: (01522) 882800
Website: www.priorycity.co.uk
- Lincoln The Priory Witham Academy, De Wint Avenue, Lincoln, LN6 7DT
Tel: (01522) 882900
Website: www.priorywitham.co.uk
- Lincoln UTC, Lindum Road, Lincoln, LN2 1PF
Tel: 01522 775990
Website: www.lincolnutc.co.uk
- Linkage Community Trust, Toynton Hall, Toynton All Saints, Spilsby, PE23 5AE
Tel: 01790 752499
Website: www.linkage.org.uk
- Louth King Edward VI Grammar School, Edward Street, Louth, LN11 9LL
Tel: 01507 600456
Website: www.kevigs.org
- Louth St Bernard's School, Wood Lane, Louth, LN11 8RS
Tel: (01507) 603776
Website: www.lwf.lincs.sch.uk
- Market Rasen De Aston School Academy Trust, Willingham Road, Market Rasen, LN8 3RF

Tel:(01673) 843415
Website: www.de-aston.lincs.sch.uk

- North Hykeham North Kesteven Academy, Moor Lane, North Hykeham, LN6 9AG
Tel: 01522 881010
Website: www.nkschool.lincs.sch.uk
- North Hykeham Sir Robert Pattinson Academy, Moor Lane, North Hykeham, LN6 9AF
Tel: (01522) 882020
Website: www.srpa.co.uk/
 - Old Leake The Giles Academy, Church End, Old Leake, Boston, PE22 9LD
Tel: 01205 870693
Website: www.gilesacademy.co.uk
- Peterborough Regional College, Park Crescent, Peterborough, Cambridgeshire PE1 4DZ
Tel: 0345 872 8722
Website: www.peterborough.ac.uk
- Peterborough, Greater Peterborough UTC, Park Crescent, Peterborough, PE1 4DZ
Tel: 01733 715950
Website: www.gputc.com
 - Riseholme College, Riseholme Park Riseholme Lane, Lincoln LN2 2LG
Tel: (01522) 895490
Website: www.bishopburton.ac.uk/riseholmecollege
- Scunthorpe John Leggott Sixth Form College, West Common Lane, Scunthorpe, DN17 1DS
Tel: (01724) 282998
Website: www.leggott.ac.uk
 - Scunthorpe North Lindsey College, Kingsway, Scunthorpe. DN17 1AJ
Tel: (01724) 294030
Website: www.northlindsey.ac.uk
- Scunthorpe, Engineering UTC Northern Lincolnshire, Carlton Street, Scunthorpe, DN15 6TA
Tel: 01724 878100
Website: www.enlutc.co.uk
 - Skegness Academy, Burgh Road, Skegness, PE25 2QH
Tel: (01754) 879122
Website: www.skegnessacademy.org

- Skegness College of Vocational Training, 28 Alghitha Road, Skegness, PE25 2AG
Tel. (01754) 766611
Website: www.skegnesscollege.co.uk
- Skegness Grammar School, Vernon Road, Skegness, PE25 2QS
Tel: (01754) 610000
Website: www.sgs.lincs.sch.uk
- Skegness TEC, Heath Road, Skegness. PE25 3SY
Tel 0800 389 0097
Website: <https://skegnesstec.ac.uk>
- Sleaford Carre's Grammar School Academy Trust, Northgate, Sleaford, NG34 7DD
Tel: (01529) 302181
Website: www.carres.lincs.sch.uk
- Sleaford Kesteven & Sleaford High School Selective Academy, Jermyn Street, Sleaford, Lincolnshire, NG34 7RS
Tel: 01529 414 044
Website: www.kshssa.co.uk
- Sleaford St George's Academy, Westgate, Sleaford, NG34 7PP
Tel: 01529 302487
Website: www.st-georges-academy.org
- Spalding Grammar School, Priory Road, Spalding, PE11 2XH
Tel. (01775) 765800
Website: www.spaldinggrammar.lincs.sch.uk
- Spalding High School, Stonegate, Spalding, PE11 2PJ
Tel: 01775 722110
Website: www.spaldinghigh.lincs.sch.uk
- Spalding The Garth School ,Pinchbeck Road, Spalding, PE11 1QF
Tel: 01775 725566
Website: www.spaldingspecialschools.co.uk
- Spilsby The Eresby School, Eresby Avenue, Spilsby, PE23 5HU
Tel: 01790 752441
Website: www.eresbyspecialschool.co.uk
- Stamford New College Stamford, Drift Road, Stamford. PE9 1XA
Tel: (01780) 484300
Website: www.stamford.ac.uk

- Welbourn Sir William Robertson Academy Ltd, Main Road, Welbourn, LN5 0PA
Tel: (01400) 272422
Website: www.swracademy.org
- Welton William Farr Church of England Comprehensive School, Lincoln Road, Welton, LN2 3JB
Tel: (01522) 866900
Website: www.williamfarr.lincs.sch.uk
 - YPLP, Earlesfield Centre, Trent Road, Grantham, Lincs, NG31 7XQ
Tel: 01476 592169
Website: www.lincolnshire.gov.uk/school-attendance/young-peoples-learning-provision

The following commercial operators may also offer discounted travel schemes:

- A C Williams, 1 Station Approach, Ancaster, Grantham NG32 3QY
Tel: 01400 230491
Website/E-mail: www.acwcoaches.co.uk / info@acwcoaches.co.uk
- Brylaine Travel, 291 London Road, Wyberton, Boston PE21 7DD
Tel: 01205 364087
Website/E-mail: www.brylaine.co.uk
- Centrebus, 43 Wenlock Way Leicester LE4 9H
Tel: 0844 351 1120
Website/E-mail: www.centrebus.info / Help@centrebus.com
- Coach Langtoft, 4 West End, Langtoft, Peterborough PE6 9LS
Tel: 01778 349102
Website/E-mail: www.coach-tour.com / office@coachoflangtoft.co.uk
- Delaines, 8 Spalding Road, Bourne Lincolnshire PE10 9LE
Tel: 01778 422866
Website/E-mail: www.delainebuses.com / enquiries@delainebuses.com
- Dents Coaches, The Poplars, North Kelsey, Market Rasen, Lincs. LN7 6ET
Tel: 01673 828086
Website/E-mail: www.jrdentcoaches.co.uk / jrdentcoaches@hotmail.co.uk
- Dickinsons, Broadgate, Wrangle Boston Lincs PE22 9DY
Tel: 01205 870633
Website/E-mail: www.dickinsons-coaches.co.uk / ddickinson@mod-comp.co.uk
- Fowlers Coaches, 155 Dog Drove, Holbeach Drove, Spalding PE12 0SD
Tel: 01406 330 232
Website/E-mail: www.fowlerstravel.co.uk / Fowlercoaches@gmail.com

- Grayscroft, 15A Victoria Road, Mablethorpe Lincolnshire LN12 2AF
 Tel: 01507 477073
 Website/E-mail: www.grayscroft.co.uk / Info@Grayscroft.co.uk
- Hornsby Travel Services Ltd, 51 Ashby High Street, Scunthorpe, DN16 2NB
 Tel: 01724 282255
 Website/E-mail: www.hornsbytravel.co.uk / info@Hornsbytravel.co.uk
- Hunts Coaches, 2-3 West Street, Alford, Lincolnshire LN13 9DG
 Tel: 01507 463000
 Website/E-mail: www.hunts-coaches.co.uk / travel.office@hunts-coaches.co.uk
- Mark Bland Travel, Maples Yard, Essendine Road, Ryhall, Stamford, Lincs. PE9 4JN
 Tel: 01780 751671
 Website/E-mail: Info@markblandtravel.com
- Marshalls of Sutton on Trent, 11 Main Street, Sutton On Trent, Newark NG23 6PF
 Tel: 01636 822227
 Website/E-mail: www.marshallscoaches.co.uk / Office@marshallscoaches.co.uk
- P C Coaches, 17 Crofton Road, Lincoln LN3 4NL
 Tel: 01522 533605
 Website/E-mail: www.pccoaches.co.uk or enquiries@pccoaches.co.uk
- Phil Haines Coaches, Ralphs Lane Boston, Lincolnshire PE20 1QU
 Tel: 01205 722 359
 Website/E-mail: <https://www.philhainescoaches.co.uk> / enquiries@philhainescoaches.co.uk
- Shaws Coaches, 49 High Steet, Maxey, Peterborough, PE6 9EF
 Tel: 01778 342224
 Website/E-mail: www.shawscocoaches.co.uk / enquiries@shawscocoaches.co.uk
- Sleafordian Coaches, Pride Parkway, East Road, Sleaford NG34 8GL
 Tel: 01529 303333
 Website/E-mail: www.sleafordian.co.uk / Office@sleafordian.co.uk
- South West Trains, Overline House, Southampton, SO15 1GW
 Tel: 0345 6000 650
 Website/E-mail: www.southwesttrains.co.uk
- Stagecoach in the Fens, 351 Peterborough Road, Peterborough, Cambs. PE1 2PF
 Tel: 01733 554575
 Website/E-mail: Eastmidlands.enquiries@stagecoachbus.com
- Stagecoach East Midlands, Warneford House, Runcorn Road, LINCOLN LN6 3QP

Tel: 0345 605 0 605

Website/E-mail: Eastmidlands.enquiries@stagecoachbus.com

- Travel Wright, Brunel Business Park, Jessop Close, Newark NG34 2AG

Tel: 01636 703813

Website/E-mail: www.travelwright.co.uk / info@travelwright.co.uk

3.3 Wheels to work and training

Wheels 2 Work is a scheme to provide transport (normally mopeds, but also scooters and electric bicycles) for those who otherwise could not access work or training.

The scheme operates as a social enterprise and will assist post 16 students who have genuine transport needs (which will be assessed before entry on to the scheme is agreed) and to help reduce the number of young people not in education, employment or training (NEETS) in the county. Please note that capacity is limited. For details of the scheme, look on the Website at <https://wheels2worklincs.co.uk/>

3.4 Young parents / Care to Learn

If you are a young parent under aged 20, Care to Learn can help pay for your childcare and related travel costs, up to £160 per child per week, while you're learning.

Care to Learn can help with the cost of:

- childcare, including deposit and registration fees
- a childcare 'taster' session (up to 5 days)
- keeping your childcare place over the summer holidays
- taking your child to the childcare provider

Types of child care

The childcare provider must be Ofsted registered and can be a:

- childminder
- pre-school playgroup
- day nursery
- out of school club

If your child needs specialist childcare, the provider must also be on the Care Quality Commission's register for specialist provision.

If you want a relative to get Care to Learn for looking after your child they need to be both:

- providing registered childcare for children they're not related to
- living apart from you and your child

Payments

Childcare payments go directly to your childcare provider.

Before your childcare provider can be paid:

- your childcare provider needs to confirm your child's attendance
- your school or college needs to confirm that you're attending your course

Payments for travel costs go to your school or college - they'll either pay you or arrange travel for you.

Attendance Payments will stop if:

- you stop attending your course
- you finish your course
- your child stops attending childcare

Eligibility

You can get Care to Learn if:

- you're a parent aged under 20 at the start of your course
- you're the main carer for your child
- you live in England
- you're either a British citizen or a national of a European Economic Area (EEA) country
- your course is publicly funded (check with your school or college)
- your childcare provider is registered with Ofsted or the Care Quality Commission

Type of course

Care to Learn is only available for courses in England that have some public funding. This includes courses that take place in:

- Schools
- School sixth forms
- Sixth form colleges
- other colleges and learning providers, including Foundation Learning
- your community at Children's Centres

For more information please visit <https://www.gov.uk/care-to-learn/how-to-claim>

4. Transport support arrangements for learners who reach the age of 19 whilst continuing on a programme of learning

For any young person wishing to check their eligibility for transport beyond years 12 and 13, it will be necessary for them to complete a new application for consideration.

Providing the student or pupil had not reached his or her 19th birthday before the programme of learning began (a date of 1st September is used to determine the notional start date of a course), and remains otherwise eligible for transport, the support will be continued for the remainder of that school or college year only, subject to the financial contribution being paid.

Where a learner has begun their programme of learning before their 19th birthday and the Council has determined it is necessary to support the transport, they will be asked to make a contribution towards the transport support.

Transport is provided at the beginning and end of the school/college day. The transport provision is one outward journey and one return journey, timed for the start and finish of the school or college day. Transport is provided to the main school or college sites only in most cases and transport is not normally provided to satellite sites as an entitlement. The Council will only support transport to a satellite site if this site is closer than the main campus, where an entitlement has been determined, and the satellite site is over three miles from the home address.

Transport will only continue beyond the age of 18 for learners with learning difficulties and/or disabilities who are subject to an EHCP, when transport support may be offered until they are 25 years, if needed to complete an appropriate programme of learning. Further details regarding this are described in section 5.

5. Transport support for learners with learning difficulties/disabilities

Learners with learning difficulties/disabilities are individually assessed for transport needs and appropriate arrangements are made to ensure that their specific needs, as detailed within their EHCP, are met. Transport support for learners with learning difficulties/disabilities with an EHCP is available under the policy until they reach 25 years if necessary, in order to complete an appropriate programme of learning.

Learners with learning difficulties/disabilities who began their programme of learning before their 19th birthday (a date of 1st September is used to determine the notional start date of a course) will be asked to pay the contribution as described in section 3.1.

Learners with learning difficulties/disabilities, who began a new programme of learning after their 19th birthday and the Council have determined that it is necessary to support their transport arrangements, will not be asked to make a contribution towards the transport provision.

Transport is provided to the main school or college sites only in most cases and transport is not normally provided to satellite sites as an entitlement. The Council will only support transport to a satellite site if this site is closer than the main campus, where an entitlement has been determined, and the satellite site is over three miles from the home address. Many schools and colleges provide onward transport support to satellite sites. Young people are therefore encouraged to discuss these arrangements with their establishment.

6. Apprenticeships and internships

The County Council's post 16 transport support policy does not apply to apprenticeships or internships. For information on support in respect of

apprenticeships, contact your apprenticeship provider or the website: www.apprenticeships.org.uk

7. Independent Travel Training/Mobility training

Mobility and independence with travel training is available to eligible students who have difficulty with transport. Applications for help should be made either to the County Council by ringing 01522 782020 or by speaking to the Student Services Officer or Head of Sixth Form at the school or college. The aim of the training and support is to help bring about the confidence and develop skills needed to travel independently.

8. Help with travel support outside the Local Authority Area (LAA)

Transport support is offered on the basis of the policy criteria stated above to a school college or other further education institution that is outside the LA boundary if it is the nearest or designated school or college to the student's home address.

Lincolnshire based learners living in areas bordering other local authority areas are thus able to travel to centres beyond the Lincolnshire border if it is the nearest appropriate school or college to access a course, and the travelling time is reasonable (up to 75 minutes per journey). The DTAs for colleges are shown on a map at Appendix G of the Policy Document.

9. Appealing against a refusal to offer transport support

If transport support is refused (which should be given as a decision in writing, with a reason), an applicant is entitled to appeal the decision by asking for a review if the applicant feels that the Council has not applied the law or its policy correctly, or there are exceptional circumstances Officers need to be aware of when making their decision. A refusal to offer transport support will be based on the fact that one or more of the policy criteria has not been met. Details of how to appeal are given in the letter notifying the decision.

10. Further review and engagement regarding the policy

The Post 16 Transport Policy is reviewed annually. We will seek to obtain views from parents, carers, students, education providers, transport providers and any other interested parties regarding the 2021/22 policy in February and March 2021. Following this the 2021/22 policy, inclusive of any revisions, will be published in May 2021.

11. Contact us

You can contact us in a number of ways, detailed below.

For information and queries on ***transport entitlement:***

Transport Commissioning Team
County Offices
Newland
LINCOLN
LN1 1YL

Tel: 01522 782020

Fax: 01522 516054

Email: schooltransportapplications@lincolnshire.gov.uk

For information and queries on the ***transport that has been provided***, tickets etc.:

Transport Services Group
Lincolnshire County Council
Crown House
Grantham Street
LINCOLN
LN2 1BD

Tel: 01522 782020

Fax: 01522 568735

Email: tsg@lincolnshire.gov.uk

For Main Office and Switchboard (***all County Council services***)

Lincolnshire County Council
County Offices,
Newland,
LINCOLN
LN1 1YL

Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

****Please make sure you read the information below so that you understand what is required under the Equality Act 2010****

Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

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

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

The Lead Officer responsibility

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background Information

Title of the policy / project / service being considered	Post 16 Transport Policy – updated 2020	Person / people completing analysis	Children's Commissioning - Transport Team
Service Area	Children's Commissioning - Transport	Lead Officer	Teri Marshall – Education Transport Manager
Who is the decision maker?	Councillor Mrs P Bradwell	How was the Equality Impact Analysis undertaken?	Review of policy during consultation with stakeholders 2020.
Date of meeting when decision will be made	24/04/2020	Version control	1.0
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Commissioned

Describe the proposed change

No changes to the previous policy issued in 2019/20.

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state 'no positive impact'.

Age	All entitled students must pay a contribution towards transport costs. The users of the service are primarily year 12 and 13 school students (16 – 18 years of age), but also SEND learners aged up to 25. The age of the pupils benefitting from the policy remains the same. The proposal is that the financial contribution will remain the same for 2020 with no increase. It is felt that the contribution is currently set at level which helps to stabilise the subsidy required from the Council, in order to continue to sustain the policy in the medium term. The clarification of the duties for SEND learners who begin a course after their 19 th birthday will have a positive impact for the students as are able to benefit from free transport.
Disability	All entitled students of sixth form age must pay a contribution towards transport costs. The users of the service must pay this regardless of recognised learning difficulties and/or physical disability. The proposal is that the financial contribution will remain the same for sixth form learners in 2020 with no increase. It is felt that the contribution is currently set at level which helps to stabilise the subsidy required from the Council, in order to continue to sustain the policy in the medium term. The financial contribution from students with a recognised disability and/or learning disability will remain at a flat rate cost across the county to ensure it remains affordable for students and parents. For those students who have an EHCP, who are starting a new course and are over the age of 19 on the 1 st September of the year the course starts, they will be provided with necessary transport free of charge. This is because these learners are relevant adult learners and fall under this legislation.
Gender reassignment	The transport entitlement offer and financial contribution for 2020 remains the same regardless of gender reassignment. The removal of the post 16 charge for those who have an EHCP, starting a new course and are over the age of 19 on the 1 st September of the year the course starts applies to all those that meet this criteria regardless of gender reassignment.
Marriage and civil partnership	The transport entitlement offer and contribution for 2020 remains the same regardless of marriage and civil partnership. The removal of the post 16 charge for those who have an EHCP, starting a new course and are over the age of 19 on the 1 st September of the year the course starts applies to all those that meet this criteria regardless of marriage and civil partnership.
Pregnancy and maternity	The transport entitlement offer and contribution for 2020 remains the same regardless of pregnancy and maternity. The removal of the post 16 charge for those who have an EHCP, starting a new course and are over the age of 19 on the 1 st September of the year the course starts apply to all that meet these criteria regardless of pregnancy and maternity. Reference is also made within the Policy to the government's Care to Learn initiative which helps to support young parents under the age of 20 with access to education through available funding to support childcare costs and transport costs in

	some cases. This is a government initiative and applications and enquiries are therefore made directly to the DfE.
Race	The transport entitlement offer and contribution for 2020 remains the same regardless of race. The removal of the post 16 charge for those who have an EHCP, starting a new course and are over the age of 19 on the 1 st September of the year the course starts apply to all that meet these criteria regardless of race.
Religion or belief	The transport entitlement offer and contribution for 2020 remains the same regardless of religion or belief. The removal of the post 16 charge for those who have an EHCP, starting a new course and are over the age of 19 on the 1 st September of the year the course starts apply to all that meet these criteria regardless of religion or belief.
Sex	The transport entitlement offer and contribution for 2020 remains the same regardless of sex. The removal of the post 16 charge for those who have an EHCP, starting a new course and are over the age of 19 on the 1 st September of the year the course starts apply to all that meet these criteria regardless of sex.
Sexual orientation	The transport entitlement offer and contribution for 2020 remains the same regardless of sexual orientation. The removal of the post 16 charge for those who have an EHCP, starting a new course and are over the age of 19 on the 1 st September of the year the course starts apply to all that meet these criteria regardless of sexual orientation.

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

For all groups (not merely those in groups that have protected status), there are some positive impacts of the proposals. The purpose of the policy is to ensure access to Post 16 education across the county, but to also ensure that the service is sustainable in the medium term. This will indirectly support bus and taxi providers by maintaining a major customer base and providing income. This will in turn support the local (particularly rural) population by maintaining local bus services and taxi firms. Maintained transport support will have a positive impact on the local economy and will help support people living in rural areas. They will be less likely to move to larger centres of population to be nearer secondary schools and colleges.

The 2020 post 16 transport policy will continue to offer transport support county wide. The flat rate contribution continues to ensure that rural students, whose transport provision is usually more expensive, are not disadvantaged when compared with their peers based on where they live. The removal of the charge for those young adults who have an EHCP, starting a new course and are over the age of 19 on the 1st September of the year the course starts, improves opportunities to access further education when they meet the qualifying criteria.

Adverse/negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state 'No mitigating action identified'.

Age	<p>Younger people (age 16 – 18) are more likely than the general population to be users of public transport due to driving licence age and cost of private transport. Colleges are more likely to be a longer distance from the home than the primary or secondary school as there are fewer of them and they tend to be sited in major centres of population. Therefore, this group of students/parents may be more reliant on LCC home to school transport.</p> <p>Mitigating action. Survey asking for their opinions – which will be considered at the decision time. There is no increase in charge proposed within the 2020 policy. Parents/carers/students can apply to their chosen school/college for a bursary which if granted may contribute towards transport costs.</p>
Disability	<p>Students and parents/carers who have recognised learning difficulties and/or physical disability are more likely to have lower disposable income as they may be less likely to be in secure well paid employment. If the parents/carers are more likely to have lower disposable income, they may be less likely to have access to private transport. Colleges are more likely to be a longer distance from the home for rural based students than the primary or secondary school as there are fewer of them and they tend to be sited in major centres of population. Therefore, this group of students/parents may be more reliant on LCC home to school transport. An increase in cost may disproportionately affect this group. Students with SEND may stay in education until the age of 25 and therefore may be required to pay a contribution towards transport for longer.</p> <p>Mitigating action. Survey asking for their opinions – which will be considered at the decision time. There is no increase in charge proposed for the 2020 policy. Parents/carers/students can apply to their chosen school/college for a bursary which if granted may contribute towards transport costs. Students staying in education up to age 25 will have their transport support offered for longer and the transport will continue to be affordable when compared with other transport solutions within the county. For those who start their course after their 19th birthday and are in receipt of an EHCP, any necessary</p>

	transport will be offered free of charge.
Gender reassignment	No negative impact or mitigating action identified
Marriage and civil partnership	No negative impact or mitigating action identified
Pregnancy and maternity	Students who fall within this category may find it difficult to access education due to the cost of childcare or the associated travel costs. Mitigating action. Reference is made within the Policy to the government's Care to Learn initiative which helps to support young parents under the age of 20 with access to education by funding childcare costs and transport costs in some cases.
Race	The transport policy booklets, application forms and online information are printed in English and the transport applications are completed in English. People whose first language is other than English may have difficulty in understanding the letter/survey. Mitigating action. The policy booklet and LCC website ask people to contact the Council if they need help with reading the information. Also liaison with relevant schools and colleges helps to ensure important information is relayed to parents in an appropriate way.
Religion or belief	No negative impact or mitigating action identified
Sex	No negative impact or mitigating action identified

Sexual orientation	No negative impact or mitigating action identified
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If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

There are no other negative impacts identified for other groups.

Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at consultation@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

Objective(s) of the EIA consultation/engagement activity

- To identify the groups of people we want to engage in the survey
- To identify barriers that may prevent people from receiving, reading, understanding and returning the letter/survey
- To identify mitigating actions to maximise the completed surveys returned
- To evaluate the survey findings.
- To implement agreed changes.
- To produce a Policy Statement on the DfE's suggested template.

Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic

Age	Snap Survey for young people, transport providers and education providers, direct contact made with current year 11 and post 16 students in receipt of transport, utilisation of social media and direct contact made with key interest groups to sign post to the survey
Disability	Snap Survey for young people, transport providers and education providers, direct contact made with current year 11 and post 16 students in receipt of transport, utilisation of social media and direct contact made with key interest groups to sign post to the survey
Gender reassignment	Snap Survey for young people, transport providers and education providers, direct contact made with current year 11 and post 16 students in receipt of transport, utilisation of social media and direct contact made with key interest groups to sign post to the survey
Marriage and civil partnership	Snap Survey for young people, transport providers and education providers, direct contact made with current year 11 and post 16 students in receipt of transport, utilisation of social media and direct contact made with key interest groups to sign post to the survey
Pregnancy and maternity	Snap Survey for young people, transport providers and education providers, direct contact made with current year 11 and post 16 students in receipt of transport, utilisation of social media and direct contact made with key interest groups to sign post to the survey
Race	Snap Survey for young people, transport providers and education providers, direct contact made with current year 11 and post 16 students in receipt of transport, utilisation of social media and direct contact made with key interest groups to sign post to the survey
Religion or belief	Snap Survey for young people, transport providers and education providers, direct contact made with current year 11 and post 16 students in receipt of transport, utilisation of social media and direct contact made with key interest groups to sign post to the survey

Sex	Snap Survey for young people, transport providers and education providers, direct contact made with current year 11 and post 16 students in receipt of transport, utilisation of social media and direct contact made with key interest groups to sign post to the survey
Sexual orientation	Snap Survey for young people, transport providers and education providers, direct contact made with current year 11 and post 16 students in receipt of transport, utilisation of social media and direct contact made with key interest groups to sign post to the survey
<p>Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way?</p> <p>The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	<p>All stakeholders were invited to comment on the proposed policy and add comments on the snap survey between the 30th January and the 1st March 2020. Direct contact was made with current year 11 and post 16 students in receipt of transport. Regular social media updates, school news updates and email reminders were sent before and during the consultation period. All views received have been considered and reported for a formal decision to be made by Councillor Bradwell regarding the adoption of the proposed transport policy statement for 2020/21.</p>
<p>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</p>	<p>We will take into account views from Parents, Carers and young people including schools and colleges which has to be balanced with what the Council is able to offer given the financial constraints it is bound by. The results of the 2020 engagement process will be collated and summarised. We will monitor the take up of Post 16 transport support during the 2020/21 academic to see if the Post 16 transport policy continues to be sustainable and meet the needs of young people in Lincolnshire.</p>

Further Details

Are you handling personal data?	No If yes, please give details.
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Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Review of the effects of the policy during 2020/21	Teri Marshall – Education Transport Manager	September 2020 to April 2021

Version	Description	Created/amended by	Date created/amended	Approved by	Date approved
1.0	Issued following statutory duty to consult annually on the Post 16 Transport Policy Statement	Teri Marshall	10/03/20	Charlotte Gray	10/03/20

Equality Impact Analysis

Examples of a Description:
 'Version issued as part of procurement documentation'
 'Issued following discussion with community groups'
 'Issued following requirement for a service change; Issued following discussion with supplier'

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

Report to:	Overview and Scrutiny Management Board
Date:	30 April 2020
Subject:	Overview and Scrutiny Annual Report 2019-20

Summary:

This item enables the Overview and Scrutiny Management Board to consider the draft Overview and Scrutiny Annual Report for 2019-20.

The report is considered in draft form by the Overview and Scrutiny Management Board before a final version is put before the Annual Meeting of the Council for approval.

Actions Required:

The Overview and Scrutiny Management Board is invited to:

1. consider and comment on the draft Overview and Scrutiny Annual Report for 2019-20; and,
2. agree the submission of the Overview and Scrutiny Annual Report 2019-20, with or without amendment, to the annual meeting of the County Council for final approval.

1. Background

Each year a report is prepared outlining the work of the Overview and Scrutiny function over the last year. This year the report focuses on the key successes of Overview and Scrutiny over the past year.

The report is considered in draft form by the Overview and Scrutiny Management Board before a final version is put before the Annual Meeting of the Council for approval.

2. Conclusion

That consideration is given to the content of this report.

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	Draft Overview and Scrutiny Annual Report 2019-20

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 and Statutory Scrutiny Officer, who can be contacted on 01522 552840 or by e-mail at nigel.west@lincolnshire.gov.uk

Overview and Scrutiny Annual Report 2019-20



FOREWORD

I am delighted to present the Overview and Scrutiny Annual Report for 2019-20. The report contains a look at the key activities and successes for Overview and Scrutiny over the past year. The key aims of scrutiny work in the Council are to:-

- Provide healthy and constructive challenge
- Give voice to public concerns
- Support improvement in services
- Provide an independent review

In 2019/20, 54 scrutiny committee meetings were held and three quarters of all formal decisions were considered by a scrutiny committee. Key achievements where overview and scrutiny has made a difference this year include recommending an alternative route for the Spalding Western Relief Road which was then approved; responding to the Healthy Conversations public engagement exercise; recommending the Council, as Lead Local Flood Authority, to lead the partnership response to the Wainfleet flood investigation; recommending a ban on the release of sky lanterns and balloons on the Council's land and property, with a decision to implement this ban due shortly; recommending changes to the Council's Corporate Plan 2020-30 which were accepted; and devising a new policy for roundabout sponsorship and advertising, which was later adopted.

On 7 May 2019, the Ministry of Housing, Communities and Local Government published the new Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities. A review was established to examine the new guidance and the implications for Lincolnshire County Council, and assess the Council's existing scrutiny arrangements. The final report contains eight recommendations, including one around having closer relationships with contractors who deliver many of the Council's services, following big improvements in the Corporate Support Services Contract as a result of scrutiny working closely with Serco.

The end of the 2019/20 year has been affected by the Coronavirus pandemic, resulting in a number of scrutiny committee meetings being cancelled. On 4 April 2020, the Government published Regulations to enable remote council meetings. The first formal virtual meeting will be undertaken by the Overview and Scrutiny Management Board on 30 April 2020. I look forward to chairing these meetings remotely for the foreseeable future to support the continuation of the democratic process in these unprecedented times. Virtual meetings will also provide an opportunity for scrutiny to engage better with the wider public in the future.

Should you want to know more about our overview and scrutiny work then please feel free to get in touch using the contact details at the end of the report.



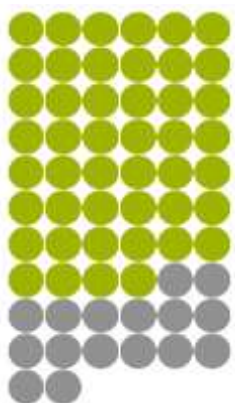
Councillor Robert Parker
Chairman, Overview and Scrutiny Management Board

INTRODUCTION TO OVERVIEW AND SCRUTINY

Overview and scrutiny is the process whereby non-executive councillors of the Council examine the authority's functions and services, plus those of partner organisations. 2020 marks the 20th anniversary of the legislative changes that led to the establishment of the overview and scrutiny function in English and Welsh councils, a function of local authorities in which all non-Executive councillors are eligible to participate in. Joining them to scrutinise particular issues are parent governors, church representatives, councillors from the district councils and representatives from other local organisations.

Lincolnshire County Council has eight overview and scrutiny committees that consider new policies and strategies, existing policies to see how well they are working and performance information to check that the Council is meeting the standards that have been set.

2019/20 SCRUTINY ACTIVITY SUMMARY



74%
of non executive
councillors are
involved in the
scrutiny process



Scrutiny Committee
meetings took place
in 2019/20



of all decisions were
considered through
the scrutiny process



232
scrutiny reports
considered
25%
of which were
pre decision
scrutiny

23% of items were Status / Update Reports
18% of items were Performance or Budget
Scrutiny
16% of items were Policy Development or
Consultation items

Outcomes



KEY OUTCOMES AND ACHIEVEMENTS

ONE YOU LINCOLNSHIRE – INTEGRATED LIFESTYLE SUPPORT *Adults and Community Wellbeing Scrutiny Committee*

The remit of the **Adults and Community Wellbeing Scrutiny Committee** includes the Council's public health function. On 1 July 2019, an integrated lifestyle support service was introduced in Lincolnshire, which brought together, under the **One You Lincolnshire** brand, services aimed at reducing the levels of tobacco-smoking; physical inactivity; obesity; and excess alcohol consumption. This followed the Committee's support for the service in October 2018.



Evidence has shown that the rates of obesity, physical inactivity and tobacco smoking in Lincolnshire are higher than the national averages. In addition, 22% of Lincolnshire adults consume alcohol at a level that poses a risk to their health. The service targets adults, who meet the criteria for support in making important lifestyle changes. It was estimated that **One You Lincolnshire** would reach approximately 17,000 people in its first year. Residents can access these services directly via www.OneYouLincolnshire.org.uk

The Committee is pleased with the progress of **One You Lincolnshire**. Not only will individuals themselves benefit by feeling healthier, but there would also in the long term be a reduction in demand for other services, as a result of this emphasis on prevention. Improved lifestyles and behaviours will reduce the incidence of conditions such as cardiovascular disease; chronic obstructive pulmonary disease; musculoskeletal problems. Improvements in lifestyle can also reduce anxiety and depression.

RELEASE OF SKY LANTERNS AND BALLOONS ON COUNCIL LAND *Public Protection and Communities Scrutiny Committee*

"The Public Protection and Communities Scrutiny Committee agreed to recommend to the Leader of the Council that the County Council show local leadership and introduce a ban on the release of sky lanterns and balloons on all Lincolnshire County Council owned land and property." – March 2020

In March 2020 the **Public Protection and Communities Scrutiny Committee** considered a request from the Leader of the Council to consider whether the Council should introduce a ban on the use of sky lanterns and balloons on all Lincolnshire County Council owned land and property.

The Committee acknowledged that Sky lanterns and helium-filled balloons can have an impact on woodland, farmland and wildlife, and can pose a fire hazard and cause issues from littering and pollution. The Committee supported work to promote environmentally friendly alternatives to balloons and lanterns releases.

BUILDING COMMUNITIES OF SPECIALIST PROVISION STRATEGY *Children and Young People Scrutiny Committee*

"The Children and Young People Scrutiny Committee recommended that the Leader of the Council receives additional information and assurance regarding the costs and value for money of the new build scheme before he makes his decision." – Boston John Fielding Special School Capital Appraisal, January 2020

Following a review of provision for pupils with Special Educational Needs and Disabilities (SEND), the Executive granted approval in November 2018 to implement the 'Building Communities of Specialist Provision Strategy'. The Strategy will make significant changes to all 14 Special Schools in Lincolnshire which will be able to meet "all needs" once implementation is complete. The **Children and Young People Scrutiny Committee** is monitoring the implementation of the Strategy and in October 2019, the Committee was updated on the first ten months of delivery of the capital programme for the Strategy. The majority of schemes were still in their infancy with feasibility and early stages of design being the focus for the first cohort of schools.

In January 2020, the Committee considered the first two schemes for the Strategy. The proposed expansion of the capacity at the Lincoln St Christopher's School across two sites would ensure sufficient SEND provision for primary and secondary age children. The Committee heard from the Executive Headteacher for St Christopher's School who highlighted the support and excitement for the proposals from both staff and parents. The Committee was also enthusiastic about the proposals for the two sites and supported the recommendations to the Executive to implement the scheme.

The Committee also considered the proposed expansion and relocation of the Boston John Fielding School to provide a modern facility to meet "all needs" for 140 pupils. The Committee supported the capital appraisal for the new school, but raised significant concerns over the lack of detail in the report regarding the costs and value for money of the scheme, which would cost £13.2M. The Committee recommended that the Leader of the Council received additional information and assurance regarding the costs and value for money of the scheme before he made his decision.

Going forward, members of the Committee will be visiting their nearest special schools to gain an understanding of the current situation and what changes are planned for them to enable the special schools to meet "all needs".

VOICES FOR CHOICES (V4C) ENHANCEMENTS

Corporate Parenting Panel

"The Corporate Parenting Panel has championed Voices for Choices meetings taking place in more varied locations with improved activities being offered to young people, this recommendation has improved attendances in areas which previously had low uptake." – September 2019



Voices for Choices (V4C) is Lincolnshire's Children in Care Council with the aim to share experiences of being in care in Lincolnshire. All children in care are members of V4C, which brings them together for social activities and to share views on Lincolnshire care services.

Since September 2019, following a recommendation from the **Corporate Parenting Panel**, V4C meetings have been taking place in a range of external venues with different activities and experiences being offered to young people. The use of varied activities such as Escape Rooms, Bowling, Lazerquest and a visit to the North Sea Observatory have improved attendances in Boston, South Holland and East Lindsey.

CARBON MANAGEMENT PLAN & ENERGY PROCUREMENT

Environment and Economy Scrutiny Committee

"The Environment and Economy Scrutiny Committee unanimously recommended that the Leader of the Council approved the Council switching to 100% green energy as a way to meet the Council's carbon emission targets and support the Council's Carbon Management Action Plan" – May 2019

In May 2019, the **Environment and Economy Scrutiny Committee** highlighted the need for the Council to consider switching to 100% green energy as part of the Council's local leadership role and carbon management responsibilities to promote renewable energy sources. The Committee recognised that the costs of failing to meet the Council's carbon emission targets by 2050 would be far higher than the estimated increase in energy bills moving to green energy.



The Scrutiny Committee highlighted buying green would also allow the Council to report that it emits zero emissions for the Council's electricity needs, supporting the Council's Carbon Management Action Plan.

The Scrutiny Committee unanimously recommended that the Leader of the Council approved the Council switching to a 100% green energy mix.

2019 FLOOD EVENTS

Flood and Water Management Scrutiny Committee

"The Flood and Water Management Scrutiny Committee has requested to review the River Steeping Action Plan by 18 May 2020 and stressed the need for partners to work for long term sustainable solutions across Lincolnshire rather than quick fixes." – February 2020



Following a prolonged period of heavy rainfall in June 2019 there was widespread flooding across Lincolnshire, most notably a significant number of properties in Wainfleet were flooded. In the autumn of 2019 some areas in Lincolnshire saw 170% of its average rainfall and there were reported flooding events at Short Ferry and the Barlings Eau, Timberland Delph and Billingham Skirth amongst others.

The **Flood and Water Management Scrutiny Committee** has a role to show local leadership to understand the risks of flooding in Lincolnshire and the work being undertaken to mitigate the risks and impacts of flooding across the County. Members of the Committee visited Wainfleet and the surrounding area in September 2019, including Thorpe Culvert Pumping Station, Havenhouse Sluice, Wainfleet Water Recycling Centre and the Borough Sluice Complex.

The Committee met in February 2020 at the Storehouse in Skegness and welcomed local residents from Wainfleet to the meeting to hear the debate on the outcome of the Flood Investigation. **The Committee acknowledged that the report was not as clear as the public would like to see and recommended that the County Council, as Lead Local Flood Authority, lead the partnership response from the flood investigation and requested to see the action plan by 18 May 2020.**

The Flood and Water Management Scrutiny Committee also continues to work with multi agency partners, such as the Environment Agency, to monitor the progress of major schemes such as the Boston Barrier.

HEALTHY CONVERSATION 2019 ENGAGEMENT EXERCISE

Health Scrutiny Committee for Lincolnshire

Between March and October 2019, the NHS in Lincolnshire undertook the Healthy Conversation public engagement exercise on the future of local health services. This included the eight strands of the acute services review, each with an emerging option for future services.



www.lincolnshire.nhs.uk

In response, the **Health Scrutiny Committee for Lincolnshire** commented on each Healthy Conversation topic. The Committee also recorded its concerns on the reach of the engagement activity, given Lincolnshire's population of 700,000. As an example, the workshops in Boston and Grantham had limited places, allocated by ballot in each case.

A recurring theme in the Committee's comments was how easily patients would be able to access health services, as several options, such as those for in-patient oncology and haematology; and in-patient paediatrics, involved the centralisation of services to Lincoln. Public transport in Lincolnshire and the continuing poor performance of the non-emergency patient contract were key issues to be considered by the NHS.

The Committee was advised that if capital funding was not available, consultation on that item might be deferred, while consultation on other items, with either identified capital funding or no requirement for capital funding, would proceed, in line with NHS England rules and guidance.

The Committee's expectation is that for the full consultation, a leaflet would be sent to every household, which will lead to a better rate of response from the residents of Lincolnshire.



SPALDING WESTERN RELIEF ROAD

Highways and Transport Scrutiny Committee

"The Highways and Transport Scrutiny Committee supported proceeding with the Spalding Western Relief Road Scheme, but did not support the proposed 'route option three' and agreed to recommend 'route option four' to the Executive." – December 2019

The Spalding Western Relief Road was considered by the **Highways and Transport Scrutiny Committee** in December 2019. The Committee welcomed local residents who presented a petition calling on the County Council to amend the route of the proposed Spalding West Relief Road.



The Scrutiny Committee supported carrying out of the Spalding Western Relief Road Scheme and the delivery of the Scheme in sections, but did not support the proposed 'route option three' and formally decided to recommend 'route option four' to the Executive, with an alignment through the Trojan Wood factory site to the west. **In January 2020, the Executive reviewed the comments made by the Scrutiny Committee and agreed to progress with Route Option 4, also known as the Trojan Wood route, for the Spalding Western Relief Road.**

The Highways and Transport Scrutiny Committee has continued to monitor the progress of major projects such as the Grantham Southern Relief Road and the Lincoln Eastern Bypass as part of the Quarterly Performance report and Major Highways Scheme Update.

CORPORATE SUPPORT SERVICES CONTRACT

Overview and Scrutiny Management Board

"The Overview and Scrutiny Management Board has reviewed the performance of the Corporate Support Services Contract information and commended the positive achievements made by the service." – December 2019



The Corporate Support Services Contract with Serco Limited covers a range of back-office services including Information Management & Technology (IMT), the Customer Service Centre, People Management services and Financial services. Since May 2017, the **Overview and Scrutiny Management Board** has had IMT within its remit and has received quarterly updates on the performance of the Corporate Support Services Contract against the Key Performance Indicators or KPIs.

In May 2017, there were 30 KPIs out of the 41 which achieved the Target Service Level (Green rating), three achieved Minimum Service Level (Amber rating), five were below Minimum Service Level (Red rating), and three were in mitigation.

Over the past couple of years, the regular monitoring of the KPIs by the Board has resulted in the performance of the contract improving immensely. Since October 2017, only two KPIs were rated as Red, each KPI for one month only, and since July 2018 only one KPI was rated Amber, again for one month only. **In December 2019, out of the 40 KPIs now being monitored, 35 were rated Green and five were in mitigation.** The Board will continue to monitor the contract through the KPIs, particularly those that are in mitigation.

The Board has also been closely monitoring the implementation of the numerous key transformation projects being undertaken by Serco, which were then narrowed down to a top 20 priority IMT projects as agreed by the Board. Over the past few years, the number of outstanding IMT projects has significantly reduced and the 'fixing the basics' projects are nearing completion. The focus will now be shifted to the implementation of new projects, although the Board will continue to monitor any outstanding red and amber projects.

OTHER SUCCESSES

The **Highways and Transport Scrutiny Committee** has continued to engage with **Network Rail**, and in October 2019 welcomed **London North Eastern Railway (LNER)** and **East Midlands Trains (EMT)** to discuss key services improvements in Lincolnshire. The Committee values the opportunity to engage with key rail partners and aims to continue to build a strong and positive relationship to better influence future service provision.



In 2019 the **Environment and Economy Scrutiny Committee** recommended the need to support the farming sector through the current and coming challenging period of change.



The Committee has supported the work carried out by the **Lincolnshire Rural Support Network (LRSN)** and as a result of the work of the Committee, the Lincolnshire Rural Support Network received a **£40,000 grant from Lincolnshire County Council**. This grant has been used to support the farming and rural community during periods of anxiety, stress and problems relating to their families and businesses.

In September 2019 the **Highways and Transport Scrutiny Committee** considered the outcome of the procurement process for '**Highways 2020**', the development of new contracts for the Highway Service. The Committee supported the recommendations to the Executive to award a contract for the delivery of the Highway Works to Balfour Beatty Group; Traffic Signals to Colas; and Professional Services to WSP UK. **The Committee expressed its thanks to officers for the early engagement with the Scrutiny Committee as well as the inclusion of members of the Committee on the project board.** Councillors highlighted the positive experience of being involved, as well as the detailed, open and robust work undertaken by officers as part of the Highways 2020 project.

The **Public Protection and Communities Scrutiny Committee** visited the new **Lincoln Blue Light Campus** in July 2019.

WORKING GROUPS

Committees can establish working groups to work in a less formal way either working independently or in collaboration with Council officers. These working groups have responded to national consultations, reviewed existing policies and looked to develop new policies in conjunction with officers.

CCTV PARKING ENFORCEMENT OUTSIDE SCHOOLS WORKING GROUP

“The Highways and Transport Scrutiny Committee recommended that the CCTV enforcement trial was ended, and additional Civil Enforcement Officer foot patrols was the preferred future direction...” – January 2020

The CCTV Pilot Scheme for Parking Enforcement Outside Schools Working Group took place during June, July and October 2019. The Working Group was clear that the safety of young people outside schools and greater parking compliance was the overall goal, and providing mobile patrols, being more visible at key times and offering greater Enforcement Officer coverage was the desired future direction.



The working group agreed that the trial was positive to undertake in order to gather evidence on effectiveness, but highlighted that the costs of rolling out the scheme further had been a key consideration. Other options considered to monitor school keep clear zones included increased CCTV vehicles, fixed CCTV and additional enforcement patrols.

In January 2020 the **Highways and Transport Scrutiny Committee** considered the outcomes of the working group and recommended that the CCTV enforcement trial was ended and that additional Civil Enforcement Officer foot patrols was the preferred future direction, to ensure the safety of young people outside schools and offer greater Enforcement Officer coverage to keep areas outside of schools free from traffic.

CORPORATE PLAN WORKING GROUP

"The Council approves the Corporate Leadership Team, working with the Executive, Overview and Scrutiny Management Board (OSMB) and other stakeholders to develop the details of the Corporate Plan to include the vision, the strategic ambitions, how success will be measured and the strategic changes needed to fulfil the aspirations and expectations of Lincolnshire's communities" - September 2019

Following the County Council meeting in September 2019, the Overview and Scrutiny Management Board established a working group to work with officers and contribute to the development of the draft Corporate Plan for 2020-2030.

The working group met on three occasions between September and November 2019 to discuss the emerging draft content of the Corporate



Plan, and receive feedback from the external stakeholder engagement and from the Board who considered the draft Corporate Plan at its meeting in October. The working group made a number of suggestions for amending the draft content of the Corporate Plan. Feedback from the working group and the Board was provided to an informal meeting of the Corporate Leadership Team and the Executive in November.

On 28 November 2019, the Board considered a further draft of the Corporate Plan along with the working group's feedback and agreed to make a number of recommendations to the County Council. These recommendations were in relation to amending the wording of the four ambitions to ensure that they were achievable and deliverable by the Council. In addition, feedback was provided by the Board on the design of the draft Corporate Plan regarding the diversity of the photos and how representative they were of the wider population and areas of Lincolnshire.

These recommended changes from the **Overview and Scrutiny Management Board** were incorporated into the final draft of the Corporate Plan prior to its approval by the County Council on 11 December 2019.

SCRUTINY REVIEW PANELS

The Council has two scrutiny panels to undertake reviews that focus on a particular issue and consider it in greater detail than is possible at Committee. These reviews will typically last around six months and will include a mixture of interviews with relevant council officers, research of best practice elsewhere, meetings with service users and community groups, and consultation with wider parts of the community. These reviews culminate in a final report with recommendations which are then presented to a meeting of the Council's Executive.

REVIEW OF OVERVIEW AND SCRUTINY

The publication of statutory guidance for overview and scrutiny by the Government in May 2019 provided an opportunity to assess the Council's overview and scrutiny arrangements.

After a clause by clause review of the guidance and the Council's arrangements, the Scrutiny Panel made eight recommendations. Some of the recommendations would need a decision by the County Council, while others are more operational in their nature, and could be implemented without formal decisions. In the first instance, the views of the Executive are required, prior to any further action.

Lincolnshire has had an *executive – scrutiny protocol* in place since 2017. Some revisions are proposed to this protocol, not only to align with the statutory guidance, but also to emphasise the early involvement provisions, as well as reflecting existing good practice. There are areas where deviations from the statutory guidance are also proposed.

No changes are recommended to the Council's existing overview and scrutiny committee structure, other than to the safeguarding scrutiny arrangements. Scrutiny committee time is a valuable resource, typically involving eleven councillors and several officers for up to three hours per meeting. As 31% of items at committee meetings led to a minute where the item is only 'noted', with no other action or comment recorded, there is a proposal for measures to reduce this. There are also proposals for training and development, so that scrutiny committee members can make the most of their meeting time.

There is satisfaction with the level of support provided for overview and scrutiny from the Council's officers, with suggestions on developing the understanding of overview and scrutiny; and raising its profile generally. Finally, there is a recommendation on the involvement of external organisations, which include, in line with the statutory guidance, a request for certain contractors to attend and provide information at committees.

ROUNABOUT SPONSORSHIP AND ADVERTISING SCRUTINY REVIEW

The purpose of the scrutiny review was to consider the current policy for the sponsorship of roundabouts 'Request for Sponsorship of Highway Planting' which had been in existence since 1996 and develop the policy to enable effective management of roundabout sponsorship and advertising in Lincolnshire.

The review was undertaken between July 2018 and April 2019, which comprised eight non-Executive Councillors. The Scrutiny Panel examined the current guidance and data regarding the suitability of roundabouts in each District for sponsorship and advertising and approached each of the District Councils to find out what the current situation was with roundabout sponsorship across Lincolnshire. It discovered that currently only Boston Borough Council and City of Lincoln Council have sponsorship schemes in place, and feedback received highlighted that the size of the signage was too small to encourage businesses to sponsor or advertise on a roundabout.

The Scrutiny Panel final report highlighted that the Highways and Traffic Guidance for Sponsorship of Highway Planting was out of date and needed replacing. The Scrutiny Panel developed the "Policy for the Planting, Sponsorship and Advertising on Roundabouts and Verges" as a replacement and recommended it for approval to the Executive. The Highways and Transport Scrutiny Committee endorsed the report at its meeting in July 2019 and the final report was then considered by the Executive in October 2019.

The Executive Councillor for Highways, Transport and IT accepted all four recommendations from the Scrutiny Panel, and approved the new policy as the replacement for the Highways and Traffic Guidance on 23 March 2020.

The Scrutiny Panel also proposed that the County Council explores a countywide sponsorship scheme to cover those areas of the county where no other council scheme exists. This is currently being investigated through the Eastern Shires Purchasing Organisation (ESPO) advertising framework.

The logo for Lincolnshire County Council, featuring the word "Lincolnshire" in a large, bold, sans-serif font, with "COUNTY COUNCIL" in a smaller, all-caps font below it. To the right of the text is a stylized graphic of a tree or plant with three main branches.

CONTACT US

If you have any questions regarding the overview and scrutiny process, or any of the work we have undertaken then please get in touch with one of the officers listed below.

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- Highways and Transport Scrutiny Committee
- Public Protection and Communities Scrutiny Committee
- Corporate Parenting Panel

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Email: Scrutiny@lincolnshire.gov.uk

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

Report to:	Overview and Scrutiny Management Board
Date:	30 April 2020
Subject:	Scrutiny Review Report: <i>Overview and Scrutiny at Lincolnshire County Council</i>

Summary:

On 29 August 2019, this Board approved the terms of reference of a review by Scrutiny Panel B of overview and scrutiny, following the publication of revised statutory guidance by the Secretary of State for Housing, Communities and Local Government in May 2019.

The Board is requested to consider the draft report attached (Appendix A). Following this and subject to the Board's approval the report will be submitted to the Council's Executive.

Actions Required:

The Board is invited to consider approving the draft final report (attached at Appendix A) as the final report on Overview and Scrutiny at Lincolnshire County Council.

1. Background

Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities

Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities was issued by the Ministry of Housing, Communities and Local Government in May 2019, which replaced the previous statutory guidance from 2006. The Ministry has stated that the guidance recognises that authorities have democratic mandates and are ultimately accountable to their electorates, and that authorities themselves are best-placed to know which scrutiny arrangements are most appropriate for their own individual circumstances.

The guidance is available at the following link:

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

Lincolnshire's Current Overview and Scrutiny Arrangements

The County Council's existing overview and scrutiny arrangements were introduced in May 2017, following a previous scrutiny review in 2016. Eight scrutiny committees were established in accordance with the Local Government Act 2000, which in a standard year, hold 66 meetings between them. In addition, in-depth reviews are undertaken by Scrutiny Panels A and B. There is also the Lincolnshire Safeguarding Boards Scrutiny Sub-Group, and the Corporate Parenting Panel is notionally part of the overview and scrutiny function, reporting directly to the County Council meeting.

Content of the Review

The terms of reference of the review were set by this Board on 29 August 2019, and are set out in the attached report. In addition to meeting on five occasions, members of Scrutiny Panel B attended two conferences, one national and one regional.

Implementation of Recommendations

There are eight recommendations in the report, some of which, if accepted, would need a decision by the County Council. Others are more operational, and could be implemented by officers, with oversight from the Overview and Scrutiny Management Board and the Executive. However, in the first instance, the views of the Executive will be sought on all eight recommendations, prior to any further action.

2. Conclusion

The Board is requested to consider the attached report, including the eight recommendations.

3. Consultation

This is not a direct consultation item.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Review of Overview and Scrutiny – Draft Final Report by Scrutiny Panel B

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

This report was written by Simon Evans, Health Scrutiny Officer, who can be contacted on 01522 553607 or by e-mail at Simon.Evans@lincolnshire.gov.uk

OVERVIEW AND SCRUTINY AT LINCOLNSHIRE COUNTY COUNCIL

Report by Scrutiny Panel B on behalf of
the Overview and Scrutiny Management Board

March 2020

1. Executive Summary

The catalyst for this review of the Council's overview and scrutiny function was the publication of statutory guidance by the Ministry of Housing, Communities and Local Government in May 2019. This provided an opportunity to assess the Council's arrangements, which had been introduced in May 2017, following two earlier detailed reviews.

Scrutiny Panel B, working on behalf of the Overview and Scrutiny Management Board, has made eight recommendations. These are referenced R1 to R8 throughout this report. Some of the recommendations, such as R1 and R4, if accepted, would need a decision by the County Council. Others, such as R5 and R6, are more operational in their nature, and could be implemented by officers, with oversight from the Overview and Scrutiny Management Board and the Executive. However, in the first instance, the views of the Executive are sought on all eight recommendations, prior to any further action.

Lincolnshire has had an *executive – scrutiny protocol* in place since 2017. Some revisions are proposed to this protocol, not only to align with the statutory guidance, but also to emphasise the early involvement provisions, as well as reflecting existing good practice (R1). There are areas where deviations from the statutory guidance are also proposed (R2).

No changes are recommended to the Council's existing overview and scrutiny committee structure (R3), other than a proposal to discontinue the Safeguarding Boards Scrutiny Sub Group (R4), with its functions allocated to the Adults and Community Wellbeing Scrutiny Committee, and the Children and Young People Scrutiny Committee, as necessary.

Scrutiny committee meeting time is a valuable resource, typically involving eleven councillors and several officers for up to three hours per meeting. Following evidence that 31% of items at committees lead to a minute where the item is only 'noted', with no other action or comment recorded, there is a proposal (R5) for measures to reduce, but not completely eliminate, this type of outcome.

Again, on the basis that meeting time is a valuable resource, there are proposals for training and development (R6), so that scrutiny committee members can make the most of their meeting time. These training and development proposals are both generic (for example, questioning skills) and service specific (each committee developing their knowledge of the area under its remit).

There is satisfaction with the level of support provided for the overview and scrutiny function from the Council's officers, with two requests (R7) on developing the media's understanding of overview and scrutiny; and raising its profile generally. Finally, there is a recommendation (R8) on the involvement of external organisations. This follows the statutory guidance and asks for consideration to be given to including in some contracts a provision requiring certain contractors to attend and provide information at committees, if requested. This would not apply to all contracts, but those impacting most on the services to the public and the Council's overall efficiency.

Recommendations

- (R1) That a revised Executive-Scrutiny protocol be approved, as set out in Appendix A to this report.
- (R2) That the schedule of deviations from the statutory guidance, as set out in Appendix B to this report, be approved.
- (R3) That no changes be made to the existing committee structure for the overview and scrutiny function, except for the proposal set out in (R4) below.
- (R4) That the Safeguarding Boards Scrutiny Sub Group be discontinued, with its responsibilities for the review and scrutiny of the Lincolnshire Safeguarding Adults Board transferring to the Adults and Community Wellbeing Scrutiny Committee; and its responsibilities for the review and scrutiny of the Lincolnshire Safeguarding Children Partnership transferring to the Children and Young People Scrutiny Committee.
- (R5) That the chairmen of overview and scrutiny committees be requested to consider the actions set out in the table below to reduce the number of items where the only outcome recorded in the minutes was 'noted'.

Suggestions for Reducing the Number of 'Noted' Only Items	
Stage of Report / Item	Possible Action
Agenda Planning / Pre-Publication	The Chairman to consider circulating an item as a briefing paper on email to members of the committee
	The Chairman to encourage report authors to include genuine actions other than 'noting the report and the information presented'. This could include report authors considering whether there are specific items or questions on which the Committee could provide advice.
Post-Publication / Prior to Meeting	As part of their preparation for the meeting, the Chairman to consider alternative outcomes to noting the report. Even where a report author has recommended 'noting the report and the information presented', the relevant Chairman or committee could seek to record their advice, or an additional action.
At Meeting	The Chairman and the Committee to consider alternative outcomes to noting the report.

- (R6) That the offer of training and development for scrutiny councillors, either as part of the councillor induction programme or as part of continuous development, be given a greater priority by leaders of the political groups, with the programme including the following:**
- (a) Skills Training – chairing skills, questioning skills, financial scrutiny training, performance management scrutiny training and speed reading.**
 - (b) Committee / Service Specific Training – periodic offer of training to committee members on specific service areas.**
 - (c) Attendance at Conferences – for example, East Midlands Councils and the Centre for Public Scrutiny.**
 - (d) Reference Materials – statutory and non-statutory guidance.**
- (R7) (a) That the level of support provided for the overview and scrutiny function by the Council's officers be endorsed.**
- (b) That the Head of Communications and Engagement be requested to continue working with local journalists to improve their understanding of overview and scrutiny and to consider actions to raise the profile of overview and scrutiny, including the possibility of more use of social media and media releases in advance of the meeting.**
- (R8) That the existing level of involvement of and the provision of information by external organisations to overview and scrutiny committees be endorsed, with the following recommendations:**
- (a) the Statutory Scrutiny Officer be requested to co-ordinate improvements in the quality of involvement of external organisations by developing guidance and offering support, where appropriate; and**
 - (b) the Council's procurement officers be requested to make a judgement whether a particular contract, in terms of its size and impact, should include a clause requiring the attendance and the provision of information by the contractor to overview and scrutiny committees, and be guided by the following three principles: -**
 - (i) The inclusion of a clause in any contract requiring attendance and the provision of information by a contractor to an overview and scrutiny committee would be the exception, rather than the rule, as the County Council's officers will always be directly accountable for the delivery and the performance of any service which is subject to contract.**

- (ii) Where clauses are included in contracts, all requests for attendance and information from an overview and scrutiny committee would be made through the County Council's officers, rather than being submitted directly by the overview and scrutiny committee to the contractor.**

- (iii) Irrespective of whether a clause is included in any contract, any overview and scrutiny committee may, via the County Council's officers, invite the attendance of a contractor at an overview and scrutiny committee, although it should be noted that there would be no obligation to attend.**

2. Terms of Reference

On 29 August 2019, the Overview and Scrutiny Management confirmed that Scrutiny Panel B's review of overview and scrutiny, with the following terms of reference:

- (1) To examine the *Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities* issued by the Ministry of Housing, Communities and Local Government on 7 May 2019 and its implications for Overview and Scrutiny at Lincolnshire County Council.
- (2) Subject to the exclusion below, to review the current Overview and Scrutiny arrangements, which have been in place since May 2017, to see whether any further improvements can be made.

Exclusion

This review will examine the *Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities* and the current Overview and Scrutiny arrangements at Lincolnshire County Council. Only the relevant legislation and statutory guidance will be considered during this review.

For this review, Scrutiny Panel B comprised Councillors Mrs Angela Newton (Chairman), Tony Turner, MBE (Vice Chairman), Bob Adams, Colin Matthews, Robert Parker, Stephen Roe, Mark Whittington and Ray Wootten. Councillor Barry Young was also invited to each meeting, as an advisor representing the Executive. The Panel held its first meeting on 30 September 2019 and its final meeting on 28 February 2020.

3. Background

The County Council's existing overview and scrutiny structure was introduced at the beginning of the current Council term in May 2017. This followed an independent report by Dr Stuart Young, the Executive Director of East Midlands Councils, which was presented to the County Council in December 2015, and a councillor working group review, which was presented to the County Council on 16 December 2016.

In line with its approved terms of reference, the following issues have been explored as part of this review:

- Statutory Guidance, including the Executive – Scrutiny Protocol.
- Structure and Activity
- Outcomes from Overview and Scrutiny
- Training and Development
- Support for Overview and Scrutiny
- Involvement of External Organisations

Statutory Provisions

While the statutory guidance has been a key topic for this review, the statute relating to overview and scrutiny has remained unchanged in recent years and are principally found in:

- (1) *General Overview and Scrutiny* - Sections 9F – 9FI of the Local Government Act 2000. (These sections were inserted into the Local Government Act 2000 by the Localism Act 2011, and replaced the original provisions in the 2000 Act.). This includes section 9FH which contains specific provisions on flood and water management scrutiny.
- (2) *Health Overview and Scrutiny* - Section 244 of the National Health Services 2006 (as amended by Section 190 of the Health and Social Care Act 2012) and the Regulations 20-34 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

Terminology

In this report, the term 'overview and scrutiny committee' has been used interchangeably with the term 'scrutiny committee'.

Lincolnshire County Council operates a leader and cabinet model of governance, but refers to its cabinet as the Executive, and to its cabinet members as Executive Councillors. The statutory guidance refers to cabinet and cabinet members

4. Statutory Guidance

In May 2019, *Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities* was issued by the Ministry of Housing, Communities and Local Government. This followed the publication of a report by the House of Commons Select Committee on Communities and Local Government on 15 December 2017, entitled: *The Effectiveness of Local Authority Overview and Scrutiny Committees*, which recommended that the statutory guidance on overview and scrutiny (last issued in 2006) should be updated.

Contents of Statutory Guidance

The 2019 statutory guidance supersedes the previous 2006 guidance and includes the following sections:

Chapter 1	Introduction and Context
Chapter 2	Culture
Chapter 3	Resourcing
Chapter 4	Selecting Committee Members
Chapter 5	Power to Access Information
Chapter 6	Planning Work
Chapter 7	Evidence Sessions
Annex 1	Creating an Executive-Scrutiny Protocol
Annex 2	Engaging Independent Technical Advisers
Annex 3	Approaching an External Organisation to Appear before a Committee

The full guidance is available at the following link:

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

Aim and Status of the Guidance

The guidance includes the following statements:

"This guidance seeks to ensure local authorities and combined authorities are aware of the purpose of overview and scrutiny, what effective scrutiny looks like, how to conduct it effectively and the benefits it can bring. As such, it includes a number of policies and practices authorities should adopt or should consider adopting when deciding how to carry out their overview and scrutiny functions."

"The guidance recognises that authorities approach scrutiny in different ways and have different processes and procedures in place, and that what might work well for one authority might not work well in another."

"This is statutory guidance from the Ministry of Housing, Communities and Local Government. Local authorities and combined authorities must have regard to it when exercising their functions. The phrase 'must have regard',

when used in this context, does not mean that the sections of statutory guidance have to be followed in every detail, but that they should be followed unless there is a good reason not to in a particular case."

Throughout the guidance, there is acknowledgement that what works in one authority may not work in another. This means that the guidance is not as prescriptive, as it could be.

Executive – Scrutiny Protocol

Annex 1 of the statutory guidance lists the key elements which should be contained within an executive – scrutiny protocol. Lincolnshire County Council adopted its own protocol in December 2016 and most of the provisions in statutory guidance had already been covered by the 2016 protocol or are already set out in the Constitution.

Statutory Guidance	Comment
<p>An executive-scrutiny protocol can deal with the practical expectations of scrutiny committee members and the executive, as well as the cultural dynamics.</p> <p>Workshops with scrutiny members, senior officers and Cabinet can be helpful to inform the drafting of a protocol. An external facilitator can help bring an independent perspective.</p> <p>Councils should consider how to adopt a protocol, e.g. formal agreement at scrutiny committee and Cabinet, then formal integration into the Council's constitution at the next Annual General Meeting.</p>	<p>On 16 December 2016, the County Council adopted an executive – scrutiny protocol: <i>Developing Relationships Between the Executive and Overview and Scrutiny</i>.</p> <p>Prior to the adoption of the 2016 protocol, drafts had been considered by the Constitution Review Working Group, the Overview and Scrutiny Management Committee and the Executive.</p>
<p>The protocol, as agreed, may contain sections on:</p> <ul style="list-style-type: none"> • The way scrutiny will go about developing its work programme (including the ways in which senior officers and Cabinet members will be kept informed); 	<p>Section E [Setting the Agenda] of the proposed protocol in Appendix A includes revised provisions on:</p> <ul style="list-style-type: none"> • the importance of relationships (as opposed to meetings), which is supported by written evidence from three chairmen; and • the role of the Overview and Scrutiny Management Board reviewing the work programmes of scrutiny committees on a quarterly basis.

Statutory Guidance	Comment
<ul style="list-style-type: none"> The way in which senior officers and Cabinet will keep scrutiny informed of the outlines of major decisions as they are developed, to allow for discussion of scrutiny's potential involvement in policy development. This involves the building in of safeguards to mitigate risks around the sharing of sensitive information with scrutiny members; 	<p>Section A [Early Involvement in Policy Development] of the proposed protocol in Appendix A includes revised provisions on:</p> <ul style="list-style-type: none"> recognition of the professional expertise of the paid service in developing policy; and information sharing and trust.
<ul style="list-style-type: none"> A strengthening and expansion of existing parts of the code of conduct that relate to behaviour in formal meetings, and in informal meetings; 	<p>On 11 December 2019, the County Council adopted a revised members' code of conduct. It is not proposed to set out separate conduct provisions in this protocol. However, it is proposed to include a new Section F [Code of Conduct], which references the members' code of conduct, in particular the provisions relating to respect.</p>
<ul style="list-style-type: none"> Specification of the nature and form of responses that scrutiny can expect when it makes recommendations to the executive, when it makes requests to the executive for information, and when it makes requests that Cabinet members or senior officers attend meetings; and 	<p>Section 11 of the Overview and Scrutiny Procedure Rules in the Council's Constitution sets out the arrangements for the Executive responding to reports from overview and scrutiny committees. This incorporates the statutory requirement for a response from the Executive or the Executive Councillor within two months.</p> <p>Attendance by members of the Executive at overview and scrutiny committees is covered by Section D [Attendance at Meetings of Overview and Scrutiny Committees], which includes a proposed addition relating to diary invitations being sent to each relevant executive councillor and executive support councillor.</p>

Statutory Guidance	Comment
<ul style="list-style-type: none"> Confirmation of the role of the statutory scrutiny officer, and Monitoring Officer, in overseeing compliance with the protocol, and ensuring that it is used to support the wider aim of supporting and promoting a culture of scrutiny, with matters relating to the protocol's success being reported to full Council through the scrutiny Annual Report 	<p>This is covered by Section G [County Council Officers] of the proposed protocol in Appendix A. This includes an additional provision on the role of the monitoring officer.</p> <p>There is also a proposal in Appendix A for a new section H [Annual Report].</p>

Early Involvement of Overview and Scrutiny in Policy Development

Section A of the proposed protocol in Appendix A covers early involvement in policy development, which has been a recurring topic at meetings of the Panel.

The provision in the County Council's Constitution (Paragraph 3 of the Budget and Policy Framework Procedure Rules) is reproduced below:

"3. PROCESS FOR DEVELOPING THE POLICY FRAMEWORK

- (a) The Executive publicise by including in the Forward Plan published at the Council's offices and on its website, a timetable in accordance with which it will make proposals to the Council for the adoption or amendment of any plan or strategy that forms part of the Policy Framework.
- (b) Within this timetable the relevant Overview and Scrutiny Committees will conduct such research, consultation with stakeholders and investigations as are necessary to enable it to develop proposals for the content or amended content of the relevant plan or strategy.
- (c) The relevant Overview and Scrutiny Committee will present recommendations as to the content or amended content of the relevant plan or strategy to the Executive in accordance with the timetable.
- (d) The Executive will finalise its proposals for the Council to consider having taken into account the proposals from the relevant Overview and Scrutiny Committees. The Executive's report to Council will show its response to those proposals."

These provisions are limited to the policies and strategies forming part of the Council's policy framework.

Other Aspects of the Statutory Guidance

The Panel has concluded that the overview and scrutiny function follows the statutory guidance. However, there are three particular parts of the guidance, where the Panel believes that documenting reasons for deviating from the guidance would be appropriate. The three sections are:

- submitting each scrutiny review to the Council meeting;
- the appointment of members to serve on committees; and
- the appointment of chairmen to committees.

Attached at Appendix B is a schedule, which sets out the reasons for deviating from the guidance in these instances.

Recommendations

- (R1) That a revised Executive-Scrutiny protocol be approved, as set out in Appendix A to this report.**
- (R2) That the schedule of deviations from the statutory guidance, as set out in Appendix B to this report, be approved.**

5. Structure and Activity

Overview and Scrutiny Committees

As stated above, the current overview and scrutiny structure was implemented with effect from May 2017. Under this structure, eight overview and scrutiny committees hold their meetings in public in accordance with the Local Government Act 1972 and are for the purposes of Section 9F of the Local Government Act 2000, 'overview and scrutiny committees'.

Committee / Board	Scheduled Meetings Each Year	Membership (*) = non-voting (#) = voting on education matters only
Adults and Community Wellbeing	8	11 county councillors
Children and Young People	8	11 county councillors 4 education added members (#)
Environment and Economy	8	11 county councillors
Flood and Water Management	4	11 county councillors 7 district councillors
Health Scrutiny	11	8 county councillors 7 district councillors 1 other member (*)
Highways and Transport	8	11 county councillors
Overview and Scrutiny Management	11	11 county councillors 4 education added members (#)
Public Protection and Communities ¹	8	11 county councillors

In addition to the 66 scheduled meetings held in public, scrutiny committees may also undertake visits; hold workshop and briefing meetings; and establish ad hoc working groups.

An analysis of the meetings of the above committees is set out in Appendix B. This shows that a typical meeting of a scrutiny committee lasts two hours and 36 minutes, and considers between four and five substantive items. Typically an agenda and report pack comprises 118 pages, with each agenda item averaging 35 minutes in length.

¹ The Public Protection and Communities Scrutiny Committee also functions as the crime and disorder committee, pursuant to Section 19 of the Police and Justice Act 2006.

Scrutiny Panel A and Scrutiny Panel B

Scrutiny Panel A and Scrutiny Panel B were also established in 2017 and have completed in-depth scrutiny reviews on: -

- Impact of the Part Night Street Lighting Policy (April 2018)
- Transitions (April 2019)
- Roundabout Sponsorship (July 2019)

Reviews have been taking longer than the planned six months to complete. Some topics could merit a review in a shorter timescale, but the nature of the topic could also extend the length of the review.

The chairmen and vice chairmen of each panel are standing members, with the remaining six members appointed for each review. Once a review topic is determined, the process of recruiting panel members begins. There is evidence that recruiting members to serve on scrutiny panels has proved difficult and has delayed the start of reviews.

The Panel is satisfied with the arrangements for in-depth reviews through Scrutiny Panel A and Scrutiny Panel B, but would like more effort on encouraging councillors to participate in the panels, and for panel membership to be confirmed as soon as possible.

Involvement of Councillors in Overview and Scrutiny

There are 85 places for county councillors across the eight committees. Each scrutiny panel has up to eight places, giving a total of 101 places in all. As the eight members of the Executive cannot serve on overview and scrutiny committees and panels, that leaves 62 councillors eligible to fill the 101 places. As of February 2020, 45 out of the 62 eligible councillors filled these places, meaning that 73% of eligible councillors participate in overview and scrutiny.

The Panel acknowledges that there are various other demands on councillor time, which can include one or more of the following:

- undertaking an executive support councillor role;
- membership of other committees, such as the Audit Committee, the Pensions Committee and the Planning and Regulation Committee;
- work commitments; or
- district council commitments.

Corporate Parenting Panel

Following a decision by the County Council on 17 May 2019, the Corporate Parenting Panel is now scheduling six meetings per year, which are open to the public. The programme of open meetings began in July 2019 and the Panel is due to report directly to the County Council on an annual basis (rather than to the Children and Young People Scrutiny Committee). These changes were made to increase awareness among all 70 members of their role as corporate parents and thus to reflect the importance of corporate parenting. The Corporate Parenting Panel comprises seven county councillors and five other members.

The Corporate Parenting Panel remains part of the overview and scrutiny function (as set out in Article 6.11 of the Constitution), although the changes to the reporting arrangements in 2019 have in effect put the Corporate Parenting Panel on a special footing.

Safeguarding Boards Scrutiny Sub Group

The Council has operated dedicated sub group arrangements for scrutinising adults and children safeguarding since 2007, initially through two sub groups (one each for adults and children), and since 2012 through a single sub group. However, there is no statutory requirement for a dedicated sub group, and no evidence can be found of any other council operating such a dedicated arrangement.

The Panel has considered an alternative approach, whereby the Adults and Community Wellbeing Scrutiny Committee and the Children and Young People Scrutiny Committee would assume responsibility between them for the roles undertaken by the Sub Group. The benefits of this alternative approach are as follows:

- (1) This allows each committee to make links between safeguarding and other council activities under its remit.
- (2) Reports and action plans from safeguarding adult review reports, child death review reports and local child safeguarding practice reviews could be considered in public, if required. Where information relates to a particular individual or meets other criteria, the appropriate provisions under the Local Government Act 1972 could be invoked to exclude the press and the public.
- (3) Domestic homicide reviews could also be reported to the Adults and Community Wellbeing Scrutiny Committee, if this was thought to be appropriate.
- (4) Annual reports from the Lincolnshire Safeguarding Children Partnership and the Lincolnshire Safeguarding Adults Board could be considered by the respective scrutiny committee.
- (5) Scrutiny of the Lincolnshire Safeguarding Children Partnership and the Lincolnshire Safeguarding Adults Board would be held in public.

- (6) The statutory guidance requirements on independent scrutiny for both the Lincolnshire Safeguarding Adults Board and the Lincolnshire Safeguarding Children Partnership would be supported.

The Panel reviewed the arguments for retaining the Safeguarding Boards Scrutiny Sub Group, which included the involvement of partners, such as the NHS and the Police and Crime Commissioner, in the scrutiny role. In addition, the Sub Group's private meetings facilitated confidential discussion. These arguments were also supported by a statement submitted on behalf of the Sub Group. The Panel concluded that the Sub Group should be discontinued and its activities re-allocated to the respective scrutiny committee. This was supported by the Chairman of the Adults and Community Wellbeing Scrutiny Committee. As this would require a change in the Council's constitution, a decision of the County Council on R4 would be required.

Recommendations

- (R3) **That no changes be made to the existing committee structure for the overview and scrutiny function, except for the proposal set out in (R4) below.**
- (R4) **That the Safeguarding Boards Scrutiny Sub Group be discontinued, with its responsibilities for the review and scrutiny of the Lincolnshire Safeguarding Adults Board transferring to the Adults and Community Wellbeing Scrutiny Committee; and its responsibilities for the review and scrutiny of the Lincolnshire Safeguarding Children Partnership transferring to the Children and Young People Scrutiny Committee.**

6. Outcomes from Overview and Scrutiny

The Panel has also considered statistics on the outcomes of overview and scrutiny committees, based on an analysis of minutes for the first two completed years of the current council term (2017-18 and 2018-2019). During these two years 563 items were considered by the Council's eight overview and scrutiny committees, which is evidence of a significant level of activity.

For the purposes of the analysis of the minutes, only one outcome per committee item has been counted. Only the principal outcome has been counted, where the minutes record more than one outcome. This means that where a committee has provided some form of 'feedback' or recorded another action, this has always been counted in the analysis. The 'noted only' outcomes relate to items where no other action has been recorded in the minutes as part of the resolution.

'Feedback' Outcomes

The Panel has found that 51% of items led to some form of feedback being recorded in the minutes. For the purpose of the analysis, feedback items ranged from making a formal recommendation to the decision maker (usually a pre-decision scrutiny item) to recording the satisfaction, endorsement or support of the committee for a particular approach. This means that over the two years 287 items led to some form of feedback from an overview and scrutiny committee, with 90 of these comprising pre-decision scrutiny items.

There is some variation between scrutiny committees, with the highest number of feedback items being 66%, and the lowest 22%.

'Noted Only' Outcomes

The Panel has found that 31% of items led to a 'noted only' outcome as recorded in the minutes, with some significant variations between overview and scrutiny committees. For example, at one scrutiny committee 69% of items led to a 'noted only' outcome, while 12% was lowest recorded percentage at another committee.

One reason for this may be that in some instances, an individual Chairman might need to be more explicit on the outcome of a particular item. Sometimes a committee may have considered an item for a significant amount of time, and in spite of this the item is only noted. This would seem to be somewhat an anti-climax. On the other hand, there may be certain items on a committee agenda, which are genuinely for noting only. If an agenda is overloaded, an item purely for information might be circulated on an email as an alternative. However, this means that it would not be recorded as part of the Committee's official record.

The Panel has concluded that the 31% of items that lead to a 'noted' only outcome is too high and devalues the scrutiny process. The Panel has put forward several possible actions to reduce this number.

Suggestions for Reducing the Number of 'Noted' Only Items	
Stage of Report	Possible Action
Agenda Planning / Pre-Publication	The Chairman to consider circulating an item as a briefing paper on email to members of the committee
	The Chairman to encourage report authors to include genuine actions other than 'noting the report and the information presented'. This could include report authors considering whether there are specific items or questions on which the Committee could provide advice.
Post-Publication / Prior to Meeting	As part of their preparation for the meeting, the Chairman to consider alternative outcomes to noting the report. Even where a report author has recommended 'noting the report and the information presented', the relevant Chairman or committee could seek to record their advice, or an additional action.
At Meeting	The Chairman and the Committee to consider alternative outcomes to noting the report.

Corporate Peer Challenge Review (September 2019)

A corporate peer challenge review of Lincolnshire County Council was undertaken on behalf of the Local Government Association's report in September 2019. The following statement on overview and scrutiny is found in section 4.3 of the peer challenge review report (*Organisational Leadership and Governance*):

"Scrutiny arrangements are extensive and in some areas, such as health, are effective in holding decision-makers to account. Nevertheless, it is difficult to find examples within the Council where significant change or improvement originates from scrutiny activity. Furthermore, Scrutiny is weakened by a belief that 'the Exec will do what it wants anyway'. Scrutiny could be developed so that it is able to dig deeper to analyse trends and patterns."

The Panel argues that many aspects of overview and scrutiny activity are worthwhile, irrespective of whether there is an identifiable improvement. In some instances, the benefits are less formal and not necessarily documented. The Panel believes that focusing on whether scrutiny has resulted in significant changes or improvements is too narrow an approach. Furthermore, the legislation imposes no requirement on overview and scrutiny to meet this or any other standard. The Panel, however, accepts that improvements can be made, which are proposed in several recommendations in this report. For example, R1 sets out proposals for revising the executive-scrutiny protocol and R5 proposes reducing the number of items 'noted only' at meetings.

Ofsted Inspection of Children's Social Care Services (April – May 2019)

On 11 June 2019, Ofsted published its inspection report on Lincolnshire's children's social care services and made an overall finding of 'outstanding'. The report made the following reference to scrutiny:

"Effective scrutiny and engagement of elected members in understanding services for children has successfully maintained and increased investment in early help and safeguarding services that appropriately deliver responsive support to build on families' strengths." (*Paragraph 38 – extract*)

Recommendation

(R5) That the chairmen of overview and scrutiny committees be requested to consider the actions set out in the table below to reduce the number of items where the only outcome recorded in the minutes was 'noted'.

Suggestions for Reducing the Number of 'Noted' Only Items	
Stage of Report	Possible Action
Agenda Planning / Pre-Publication	The Chairman to consider circulating an item as a briefing paper on email to members of the committee
	The Chairman to encourage report authors to include genuine actions other than 'noting the report and the information presented'. This could include report authors considering whether there are specific items or questions on which the Committee could provide advice.
Post-Publication / Prior to Meeting	As part of their preparation for the meeting, the Chairman to consider alternative outcomes to noting the report. Even where a report author has recommended 'noting the report and the information presented', the relevant Chairman or committee could seek to record their advice, or an additional action.
At Meeting	The Chairman and the Committee to consider alternative outcomes to noting the report.

7. Training and Development

Induction

At the beginning of each County Council term, an induction session on overview and scrutiny is held for all county councillors. The Panel expects that the induction programme for councillors in 2021 will make similar provision, and recommends more emphasis on the importance of overview and scrutiny in the programme.

Continuous Development of Skills

In addition to the induction programme, the Panel recommends there should be training on specific topics such as:

- Financial Scrutiny Training and Understanding Budgets. Local government budgets can be challenging for people with no direct expertise. The inclusion of training should build confidence.
- Questioning Skills. This should provide assurance to councillors that they are following the right approach in their questioning.
- Chairing Skills. This training should focus on time management at meetings, summing up each item to some form of conclusion, providing a positive experience for all on the committee, as well as building relationships between the executive and scrutiny.
- Performance Management Training. A new performance management framework is being developed to support the recently adopted Council's corporate plan. There may be a need for training on this, depending on the approach adopted.
- Speed Reading. The average length of an overview and scrutiny committee report pack is 118 pages.

Committee / Service Specific Training

This Panel has made comparisons with the Audit Committee, the Pensions Committee and the Planning and Regulation Committee, where training is required before a member can serve on one of these committees. The Panel has explored compulsory training for councillors on scrutiny committees, but concluded that it would not be practical to adopt a compulsory approach across any of the scrutiny committees. However, the Panel urges that each overview and scrutiny committee should develop its own members through specific training on the services within its remit, both at the beginning of the County Council term; and continuously depending on each committee's specific requirements.

Conferences

The Panel has found that attendance at regional or national conferences can be beneficial. For example, during the period of the review, both East Midlands Councils and the Centre for Public Scrutiny have held conferences specifically on the overview and scrutiny function, which have been attended by members of the Panel.

Reference Materials

In addition to the statutory guidance, there are a number of good practice guides. For example, the Centre for Public Scrutiny has published:

- The Good Scrutiny Guide (*Ed Hammond – June 2019, 62 pages*)
- Taking Scrutiny Seriously - Parity of Esteem between Scrutiny and the Executive: a Short Guide for Local Government Cabinet Members and Senior Officers (*Jenny Manchester – February 2020, 12 pages*)
- Risk and Commercialisation - A Guide for Local Scrutiny Councillors (*Ed Hammond – February 2019, 24 pages*)

In addition, the Local Government Association has published: -

- A Councillor's Workbook on Scrutiny (*July, 2017, 32 pages*)

Recommendation

(R6) That the offer of training and development for scrutiny councillors, either as part of the councillor induction programme or as part of continuous development, be given a greater priority by leaders of the political groups, with the programme including the following:

- (e) Skills Training – chairing skills, questioning skills, financial scrutiny training, performance management scrutiny training and speed reading.**
- (f) Committee / Service Specific Training – periodic offer of training to committee members on specific service areas.**
- (g) Attendance at Conferences – for example, East Midlands Councils and the Centre for Public Scrutiny.**
- (h) Reference Materials – statutory and non-statutory guidance.**

8. Resourcing for Overview and Scrutiny

General Resourcing

The County Council operates an extensive overview and scrutiny function. In 2018-19, the eight overview and scrutiny committees held 67 meetings between them, all of which were open to the public. These meetings considered 299 items, and they were in session for a total of 172 hours and 25 minutes. The total length of all these agenda and reports was 8,362 pages.

All of the 299 items required preparation in advance, in most cases with the publication of a report at least five clear working days in advance of the meeting itself. All reports need to be drafted, fact-checked, proof-read and compiled into an agenda pack, for release into the public domain. This in itself represents a considerable resource.

In addition to this, there is the resourcing and support required for Scrutiny Panels A and B, the Corporate Parenting Panel and the Safeguarding Boards Scrutiny Sub Group, as well as for workshop meetings, training sessions, visits etc.

The Panel is satisfied with the level of support provided from officers across the County Council to the overview and scrutiny function and would wish this to continue.

Democratic Services

Lincolnshire operates a 'specialist officer resource model' with a scrutiny team of three officers, under the leadership of the Statutory Scrutiny Officer, supporting the various committees and the other panels. These officers are often the first point of contact for chairmen and committee members. Together with the democratic services officers, they manage the work programmes of the scrutiny committees and work closely with colleagues across the Council, on the content of reports and how to meet the requests of each committee. Scrutiny officers can also liaise with relevant executive councillors, for example on behalf of the chairmen. Whilst it is important that there are good relationships between scrutiny officers and executive councillors and contributing officers, we heard evidence that it is also important that the scrutiny officers are not too close in these relationships. It has been suggested that the scrutiny officer role should be developed to offer assistance to councillors in framing their questions for officers, as part of the preparation for meetings, if requested.

Democratic services officers' responsibilities also include the statutory requirements of each meeting: ensuring agenda and reports are issued with proper legal notice; ensuring meetings operate in accordance with the law and the Constitution; and producing a statutory record in the form of minutes. Democratic services officers are also responsible for practical arrangements such as the management of the meeting.

The Panel has concluded that it is satisfied with these arrangements.

Communications and Engagement

Most often the publication of an item on an overview and scrutiny committee agenda is the first time the matter comes into the public domain, as all agenda and reports are circulated to the local media on the day they are published. To prepare for media queries, the Communications Team is involved in agenda planning meetings and kept up-to-date on changes to each agenda. The Team also prepares media releases for certain items in advance. This approach is viewed as good practice and should continue.

In cases where there has been no advance media release, the first significant input from the Communications Team is usually in response to media queries, when a report is published. The second significant input occurs at or just following the meeting, when the media may be seeking information on the outcome.

The Panel accepts that the nuances of the overview and scrutiny function are difficult to explain to the local media. For example, there are several instances where it is reported by the media that a scrutiny committee is due to make or has made a decision, when in reality the committee is considering the merits of a particular decision, rather than making it. The Panel discussed these difficulties with the Head of Communications and Engagement, who agreed to continue working with local journalists to improve their understanding of overview and scrutiny.

There are similar difficulties explaining the overview and scrutiny function to members of the public. Making a comparison between local authority scrutiny committees and parliamentary select committees helps in some respects, but this will not be clear to everybody.

Holding committee meetings away from the County Council offices is means of engaging more members of the public. However, it should be noted that committee meetings are open to the public, rather than public meetings, so direct participation by members of the public is not automatic.

The Panel is pleased with the good practice which it has identified. To complement this, the Panel suggests that social media is one means of raising the profile of scrutiny, for example a facebook page or twitter feed for overview and scrutiny, or even a page for each scrutiny committee. Pro-active media releases could also be used more often.

Recommendation

- (R7) (a) That the level of support provided for the overview and scrutiny function by the Council's officers be endorsed.**
- (b) That the Head of Communications and Engagement be requested to continue working with local journalists to improve their understanding of overview and scrutiny and to consider actions to raise the profile of overview and scrutiny, including the possibility of more use of social media and media releases in advance of the meeting.**

9. Involvement of External Organisations

Specific Powers – Health Scrutiny Committee

There are specific powers in the regulations enabling the Health Scrutiny Committee to require the attendance of commissioners and providers of NHS-funded services and there is evidence of significant engagement, including NHS England (for the commissioning of specialised health services and dental services) and the contractor for the provision of non-emergency patient transport. In addition to this, other organisations not covered by the regulations have engaged with the Committee, such as NHS Improvement, Health Education East Midlands and the Lincoln Medical School.

Specific Powers – Crime and Disorder Committee

The Public Protection and Communities Scrutiny Committee sits at least twice per year as the crime and disorder committee, pursuant to Section 19 of the Police and Justice Act 2006. The Committee may rely on powers to require the Police, district councils, the providers of probation services, as well as a number of 'co-operating bodies', to attend and provide information. When sitting as the crime and disorder committee, representatives of the Lincolnshire Police and the Safer Lincolnshire Partnership have attended and participated at meetings of the Public Protection and Communities Scrutiny Committee.

General Powers – All Committees

Under Regulation 4 of the Local Authorities (Overview and Scrutiny Committees) (England) Regulations 2012, overview and scrutiny Committees have the power to require the provision of information by certain defined 'partner authorities'. This list is extensive, with the most notable inclusion being the Environment Agency, which engages at each quarterly meeting of the Flood and Water Management Scrutiny Committee.

Apart from the Health Scrutiny Committee, the Flood and Water Management Scrutiny Committee and the Public Protection and Communities Scrutiny Committee (sitting as the crime and disorder committee) the Council's overview and scrutiny committees tend to be internally focused, in other words their terms of reference directs them towards the Council's own services.

Statutory Guidance

Annex 3 of the statutory guidance (*Approaching an External Organisation to Appear before a Committee*) provides some very basic advice on how to approach external organisations, who would not be covered by the statutory requirements to attend and provide information. This section of the guidance would appear to be aimed at scrutiny officers, who would be expected to approach an external organisation requesting their participation and attendance at a committee. There is, however, evidence of many organisations engaging with the scrutiny committees.

Since 2017, there have been numerous examples of attendance and participation by external organisations at overview and scrutiny committees, and some examples are set out below: -

Examples of External Organisations Attending Overview and Scrutiny Committees	
Committee	Organisation
Adults and Community Wellbeing Scrutiny Committee	<ul style="list-style-type: none"> • Care Quality Commission • East Lindsey District Council (<i>lead provider of the Wellbeing Service</i>) • Libertas (<i>provider of re-ablement service</i>)
Children and Young People and Scrutiny Committee	<ul style="list-style-type: none"> • Lincolnshire Parent Carer Forum
Environment and Economy Scrutiny Committee	<ul style="list-style-type: none"> • Tenants of County Council Business Centres
Highways and Transport Scrutiny Committee	<ul style="list-style-type: none"> • East Midlands Trains • London North Eastern Railway • Network Rail • Transport Connect Ltd

It should be stressed that none of the above organisations would be required to attend under any legislation.

Involvement of Contractors

The statutory guidance includes the following paragraphs (as an unnumbered section at the end of Chapter 5): -

"Following 'the Council Pound'

Scrutiny committees will often have a keen interest in 'following the council pound', i.e. scrutinising organisations that receive public funding to deliver goods and services.

Authorities should recognise the legitimacy of this interest and, where relevant, consider the need to provide assistance to scrutiny members and their support staff to obtain information from organisations the council has contracted to deliver services. In particular, when agreeing contracts with these bodies, authorities should consider whether it would be appropriate to include a *requirement* for them to supply information to or appear before scrutiny committees."

The Scrutiny Panel recognises that any contract is between the County Council, as commissioner, and the relevant contractor. The Panel therefore acknowledges the role of the Council's senior, service and contract managers in overseeing the performance of any contract, and enforcing its provisions. The Panel has concluded that information on the performance of any contractor should be sought in the first instance through the Council's officers, rather than directly from the contractor.

The County Council manages a significant number of contracts (for example there are over 1,000 contracts in adult care) many of which are small in size. For contracts of limited size and impact, it would not be appropriate for a provision requiring attendance and the provision of information. However, for contracts with a greater impact, attendance by the contractor might be beneficial to a committee's consideration of an item. The Overview and Scrutiny Management Board has had frequent participation from the contractor providing the corporate support services contract.

The inclusion of a clause in any contract would be the exception, rather than the rule. All requests for attendance and information would be made through the County Council's officers, rather than a request submitted directly by the overview and scrutiny committee to the contractor. However, this would not prevent any overview and committee, via the County Council's officers, inviting the attendance of a contractor at a scrutiny committee.

It should be noted that the Health Scrutiny Committee for Lincolnshire is guided by its own regulations and statutory guidance², in which there is a strong expectation that health overview and scrutiny committees will engage directly with local providers of NHS-funded health services (as well as commissioners). For example, the Health Scrutiny Committee regularly engages directly with United Lincolnshire Hospitals NHS Trust, Lincolnshire Partnership NHS Foundation Trust, Lincolnshire Community Health Services NHS Trust and the East Midlands Ambulance Service NHS Trust.

Quality of Involvement of External Organisations

Whilst there are numerous examples of external organisations being involved in overview and scrutiny, the Panel has compared the quality of report content produced by some external organisations with the quality of report content from the Council's own officers and concluded that there is often a shortfall of information in reports from these external organisations. Similarly, the Panel has found that the level of participation from some organisations at meetings, in terms of responding to questions from committee members has not met the standards set by the County Council's own officers. The Panel has agreed to request the Statutory Scrutiny Officer to consider developing a programme with these organisations to improve the quality of their involvement.

² Local Authority Health Scrutiny – Guidance to Support Local Authorities and Their Partners to Deliver Effective Health Scrutiny (*Department of Health, June 2014*)

Recommendation

(R8) That the existing level of involvement of and the provision of information by external organisations to overview and scrutiny committees be endorsed, with the following suggestions:

- (a) the Statutory Scrutiny Officer be requested to co-ordinate improvements in the quality of involvement of external organisations by developing guidance and offering support, where appropriate; and**
- (b) the Council's procurement officers be requested to make a judgement whether a particular contract, in terms of its size and impact, should include a clause requiring the attendance and the provision of information by the contractor to overview and scrutiny committees, and be guided by the following three principles: -**
 - (i) The inclusion of a clause in any contract requiring attendance and the provision of information by a contractor to an overview and scrutiny committee would be the exception, rather than the rule, as the County Council's officers will always be directly accountable for the delivery and the performance of any service which is subject to contract.**
 - (ii) Where clauses are included in contracts, all requests for attendance and information from an overview and scrutiny committee would be made through the County Council's officers, rather than being submitted directly by the overview and scrutiny committee to the contractor.**
 - (iii) Irrespective of whether a clause is included in any contract, any overview and committee may, via the County Council's officers, invite the attendance of a contractor at an overview and scrutiny committee, although it should be noted that there would be no obligation to attend.**

10. Background Documents

The following documents have been considered as part of this review:

Document

- (1) Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities (*Ministry of Housing, Communities and Local Government, May 2019*)
- (2) Local Authority Health Scrutiny - Guidance to Support Local Authorities and Their Partners to Deliver Effective Health Scrutiny (*Department of Health, June 2014*)
- (3) The Good Scrutiny Guide (*Centre for Public Scrutiny, June 2019*)
- (4) Pulling It All Together: A Guide to Legislation Covering Scrutiny and Governance in English Local Government (*Centre for Public Scrutiny January 2018*)
- (5) *Review of Scrutiny* report to County Council (*16 December 2016*)
- (6) *A Review of Scrutiny at Lincolnshire County Council [report by Stuart Young, Executive Director of East Midlands Councils]* to County Council (*18 December 2015*)
- (7) Presentations to East Midlands Councils Scrutiny Conference (*4 October 2019*):
 - (a) Culture and Scrutiny by John Cade, Institute of Local Government Studies
 - (b) Dr Stephanie Snape, Director, New Leadership Foundation and LGA Associate
- (8) Presentation to Centre for Public Scrutiny Annual Conference (*4 December 2019*):
 - (a) Seven Principles of Public Life, by Dr Jane Martin CBE, Member of the Committee of Standards in Public Life
 - (b) Smarter Scrutiny – A National Audit Office Perspective, by Abdool Kara, Executive Leader, Local Services, National Audit Office
 - (c) Scrutiny – Creating a New Way, by Camilla de Bernhardt-Lane, Head of Scrutiny, Devon County Council
 - (d) Workshop A – Chairing and Leading Your Scrutiny Function, by Tony Jackson, Centre for Public Scrutiny Associate

- (e) Workshop B – Getting Finance Scrutiny Right in Every Committee, by Ian Parry, Centre for Public Scrutiny
 - (f) Workshop C – Delivering a Brilliant Task and Finish Group, by Dr Dave McKenna, Centre for Public Scrutiny Associate
 - (g) Workshop D – New Scrutiny Models – The Myth and the Reality, by Jacqui McKinlay, Chief Executive, Centre for Public Scrutiny
- (9) Reports by officers submitted to the Scrutiny Panel:
- (a) Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities (Parts One and Two)
 - (b) Analysis of Business at Overview and Scrutiny Committees (Parts One and Two)
 - (c) Resourcing of Scrutiny and Role of the Statutory Scrutiny Officer
 - (d) Legal Queries: (i) Reporting of and Attendance by External Organisations at Scrutiny Meetings; (ii) Extent of County Council Meeting Decision-Making under Executive Arrangements.
 - (e) Scrutiny Review Processes – Scrutiny Panel A and Scrutiny Panel B
 - (f) Role of the Safeguarding Boards Scrutiny Sub Group (Two Reports)
 - (g) Results of Questionnaire for Overview and Scrutiny Chairmen

Proposed Revisions to the Executive – Scrutiny Protocol

PROPOSED REVISIONS HIGHLIGHTED IN RED TYPE



DEVELOPING RELATIONSHIPS BETWEEN THE EXECUTIVE AND OVERVIEW AND SCRUTINY

This protocol sets out practical working arrangements, which will help develop a unity of purpose between the Executive, overview and scrutiny committees as well as the Council's senior managers. This protocol provides a framework for positive relationships between the Executive and overview and scrutiny committees, but its effectiveness is dependent on all councillors and officers accepting the principles underlying this protocol, **in effect an organisational culture which recognises the roles of the Executive, overview and scrutiny committees, and the Council's senior managers.**

The Executive accepts that discharging the Overview and Scrutiny function should be a core responsibility of the Council, with appropriate and meaningful support from the Chief Executive, other members of the Corporate **Leadership Team** ~~Management Board~~, and all the Council's officers.

The Overview and Scrutiny Management **Board Committee** ~~Board~~ accepts that to be effective the scrutiny process must be positive, constructive, independent, fair and open. It should complement the decision-making powers of the Executive and enable the voice and concerns of the public to be heard.

Overview and Scrutiny should be challenging, as its aim is to identify areas for improvement, but the process should not be confrontational or simply a means through which to apportion blame if things go wrong. Overview and Scrutiny will act as a 'critical friend' to the Executive and other decision makers in order to promote better services, policies and decisions. Trust and tolerance are key to the success of this protocol.

Councillor Martin Hill, OBE
Leader of Lincolnshire County Council

Councillor **Robert Parker Pat O'Conner**
Chairman of the Overview and Scrutiny Management **Board Committee**

A. EARLY INVOLVEMENT IN POLICY DEVELOPMENT

Role of the County Council's Paid Service Supporting the Executive

The Council's paid service often initiate the development of policies and use their extensive knowledge and professional expertise to propose policies for the Executive. Based on their knowledge and expertise, officers tend to present a suggested direction of travel to the Executive or the Executive Councillor. This approach is recognised and understood, particularly given the legislative and financial constraints which underlie most services.

However, ~~t~~The Executive would like to involve overview and scrutiny committees at an early stage in the development of new policies or changes to existing policies, or in the development of proposals for any significant changes in service provision. This early involvement extends beyond the provisions in the Constitution on the development of the policy and budget framework³.

When is Early Involvement Appropriate?

Examples of the need for early involvement are when there are issues of a contentious nature, sizeable budgetary implications, an impact on the whole community, or an impact on outside bodies or organisations. ~~There have been many examples of positive early involvement by overview and scrutiny. However, early involvement in every instance of policy development may not be appropriate. This will often be a matter of judgement, and involve discussions between the chairman, the executive councillor and the chief officer. In any discussions, the following questions may be considered:~~

- ~~How would early involvement meet with the overall timetable for the project?~~
- ~~How would early involvement enrich the eventual decision making, for example by challenging assumptions?~~
- ~~How will early involvement lead to ownership and buy-in of the eventual decision?~~
- ~~Are there any resourcing issues arising from early involvement?~~

Means of Early Involvement

Early involvement could be carried out in a number of different ways:-

- Informal Meeting / Workshop / Working Group - An overview and scrutiny committee may adopt an informal meeting arrangement or workshop, to which all members of the committee would be invited, or establish a working group, comprising a group of members from the committee. These approaches enable options to be explored in detail and the outcomes or statement from the informal meeting, workshop, or working group could be reported directly to

³ Rule 3 of the Policy and Budget Framework Procedure Rules (Lincolnshire County Council Constitution) and Regulation 4 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000.

the Executive or Executive Councillor, or to a subsequent meeting of the overview and scrutiny committee.

- Report to Committee – Where it is possible for early discussions to take place in the public domain, a report could be submitted to a committee at an early stage, enabling the committee to provide its views at a strategic or overarching level. This is a light-touch means of early involvement.
- Cross Party Briefing - A cross party briefing could be held with senior officers to inform councillors of a particular issue and collaboratively explore options in detail, with the outcomes shared with the relevant overview and scrutiny committee.
- Scrutiny Review by Scrutiny Panel - Where a topic requires in-depth consideration, a Scrutiny Panel may be established, subject to the availability of resources, which would lead to the submission of an evidence-based report with recommendations for the new policy or a change to an existing policy or on changes to service provision.

Information Sharing and Trust

In each of the early involvement scenarios listed above the Executive ~~would~~ expects information shared to be used to explore the options available rather than for political ~~point-scoring~~ or other purposes. In cases of early involvement, Councillors involved in overview and scrutiny must respect that information has been shared with them as part of a policy development and not use this for political or other purposes.

Outcomes of Early Involvement by Scrutiny Committees

The scenarios outlined above may lead to informal advice or guidance in the policy development process and thus may not necessarily lead to a report with recommendations. An exception to this will be where an in-depth scrutiny review takes place.

Responses to Early Involvement

~~Statements from~~ Any advice or guidance provided by the overview and scrutiny committee will be acknowledged by the Executive Councillor in an appropriate ~~way~~ ~~decision-maker~~, and a response made to the committee. ~~This could either take the form of a written or an oral report at the next relevant meeting of the committee, which can be recorded in the committee's minutes.~~

Responses to Scrutiny Reviews

In the case of in depth scrutiny reviews, which contain evidence-based recommendations, there is a requirement that a formal response to the recommendations from the Executive or Executive Councillor be prepared within two months⁴, which will indicate whether recommendations have been accepted or rejected, with appropriate reasons. Ideally, the response will contain an action plan, indicating how the accepted recommendations will be implemented.

B. EXECUTIVE DECISION MAKING

Each relevant overview and scrutiny committee is encouraged to consider any proposed decisions, which are due to be made by the Executive or by an individual Executive Councillor, or any proposed key decision due to be made by a chief officer. This consideration would usually involve the relevant committee reviewing the report containing the proposed decision and preparing a statement on the proposals, including an indication of whether the committee supports the proposals, either wholly or in part. The committee's statement should be included in the report containing the proposed decision and submitted to the decision maker(s). If the statement is not available at the time the report is finalised due to exceptional circumstances, it will be circulated to the decision maker(s) for their consideration.

Consensus and Minority Views

When overview and scrutiny committees reach a consensus, this will be reflected in the committee's statement. However, there will be circumstances where the committee's statement will reflect a range of views, including majority and minority opinions, and these should be so indicated in the committee's statement.

~~Whenever possible~~ Statements from the overview and scrutiny committee, ~~whether included in the final report or circulated separately to the decision-maker, form part of will be acknowledged by~~ the decision making process and are recorded as part of the Council's record. ~~and a~~ A response may be made to the committee, which could either take the form of a written or an oral report. Any responses will be recorded in the committee's minutes.

C. ATTENDANCE AT MEETINGS OF THE EXECUTIVE

The Chairman or Vice Chairman of the Overview and Scrutiny Management **Board Committee** will as far as possible attend each meeting of the Executive. Following these meetings the Chairman or Vice Chairman of the Overview and Scrutiny Management **Board Committee** will highlight any pertinent issues to the next meeting of the Overview and Scrutiny Management **Board Committee**. The Chairman may also raise any issues with any other overview and scrutiny committee of the Council.

⁴ Section 9FE of the Local Government Act 2000.

The Chairmen or Vice Chairmen of overview and scrutiny committees ~~may should~~ attend meetings of the Executive, where an item relevant to their committee's remit is being considered. Where chairmen or vice chairmen ~~can~~ attend, they will be invited to present any statements to the Executive. This will help to facilitate a good working relationship between the Executive and Overview and Scrutiny, and ensure that the Executive directly hears the reasons for the overview and scrutiny committee's recommendations and comments and to clarify the outcome from the overview and scrutiny committee.

Where an overview and scrutiny committee has requested an in-depth review, the Chairman or Vice Chairman of the overview and scrutiny committee will present the report and recommendations in conjunction with the Chairman of the Scrutiny Panel which undertook the in-depth review.

D. ATTENDANCE AT MEETINGS OF THE OVERVIEW AND SCRUTINY COMMITTEES

It is accepted that Executive Councillors may not be able to attend all meetings of their relevant overview and scrutiny committees. An overview and scrutiny committee may request the attendance of an Executive Councillor for a particular item on the agenda. In such cases if the Executive Councillor is not available he or she should be represented by the Executive Support Councillor. ~~To facilitate good practice, diary invitations for each relevant overview and scrutiny committee will be issued to the Executive Councillor and Executive Support Councillor.~~

Each overview and scrutiny committee ~~should consider whether to~~ includes Statements from Executive Councillor(s) as a standard agenda item, where the Executive Councillor(s) or Executive Support Councillor(s) ~~could~~ ~~may~~ advise the committee of any relevant matters, ~~including any responses to statements or recommendations, in accordance with sections A and B above.~~

E. SETTING THE AGENDA

~~Relationships Briefing Meetings~~ Between Executive Councillors and Overview and Scrutiny Committee Chairmen ~~and Vice Chairmen~~

~~Good working relationships between Executive Councillors and the Chairmen and Vice Chairmen of overview and scrutiny committees support the development of a robust scrutiny process. These relationships could be based on Rregular briefing meetings are recommended~~ between the Chairmen and Vice Chairmen of overview and scrutiny committees and the relevant Executive Councillor(s) and Executive Support Councillor(s), ~~although this need not be the case in every instance, as an open and constructive dialogue is more important than a meeting.~~

~~These~~ ~~Where~~ briefing meetings take place, they may ~~should~~ include the scrutiny officers, and any relevant officers if required. ~~Ideally, such meetings should take place every quarter if possible.~~ These meetings will support the development of an open and constructive dialogue, leading to a unity of purpose, between overview and

scrutiny and the Executive. ~~This dialogue~~ ~~The meetings~~ could inform the content of the committee's work programme, with suggestions for future scrutiny reviews and agenda topics, including items which would involve the committee in developing new policies or reviewing existing policies.

Setting the Agenda

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. Overview and scrutiny committees should not be used as an opportunity to argue over issues which are of an overtly party political nature, which can be dealt with more appropriately through meetings of the County Council.

The ~~management oversight~~ of the work programme of each scrutiny committee is a role for the Overview and Scrutiny Management ~~Board Committee~~. ~~Each year the Overview and Scrutiny Management Committee will draw up in advance the annual scrutiny programme, based on the results of meetings between the scrutiny chairmen, vice-chairmen and officers in the various service areas. Adequate resource should be identified for delivering the programme, with some unallocated time for unplanned scrutiny items.~~ Each overview and scrutiny committee will submit a report on its planned work programme to the Overview and Scrutiny Management Board on a quarterly basis. At the same time, each committee will highlight in its report its main activities over the previous quarter.

At each meeting of an overview and scrutiny committee, there will be an opportunity to review the committee's future work programme. This provides an opportunity for individual members of each committee to ask for a particular item to be included but, depending on resource, this may be at the expense of something else in the programme. All members on an overview and scrutiny committee should be encouraged to bring forward important items of community interest to the committee whilst recognising that not all items will be taken up.

Requests by the Executive to Overview and Scrutiny Committees

The Leader of the Council, the Executive, or an individual Executive Councillor, may request an overview and scrutiny committee to consider a particular matter within its remit which could be related to issues of a contentious nature, sizeable budgetary implications, an impact on the whole community, or an impact on outside bodies or organisations. This could range from consideration of a matter at a single committee meeting to a full scrutiny review, taking place over several months.

Depending on the timing of the request, a report may be submitted to the next meeting of the committee. Alternatively, a request for a more extensive piece of work may be considered by the committee as part of its work programme item on its next agenda.

F. CODE OF CONDUCT

The aim of promoting good behaviour and relationships between the Executive and Overview and Scrutiny, as set out in this protocol, is supported by the Members' Code of Conduct. The section in the Code of Conduct relating to 'Respect' is pertinent for all aspects of the overview and scrutiny function. Early involvement in policy development is also highlighted as an area, where the Code of Conduct applies.

G. COUNTY COUNCIL OFFICERS

General

All officers are employees of the County Council as a whole. Corporate ~~Leadership Team Management Board~~ and other senior officers are responsible for day-to-day managerial and operational decisions. Whilst most of their work is directed to supporting the activities of the Executive, they have a role in supporting all councillors, including councillors involved in the overview and scrutiny function. The Chief Executive, as head of the paid service, will ensure that sufficient and independent support is given to the overview and scrutiny function.

The Role of the Monitoring Officer

The Monitoring Officer has three main roles: ensuring the Council's compliance with the law; having an oversight in relation to the conduct of councillors; and ensuring compliance with the Council's constitution. The Monitoring Officer will also have an oversight of the effectiveness and implementation of this protocol.

The Role of Statutory Scrutiny Officer

The role of the statutory scrutiny officer is defined by statute⁵ as:

- (a) promoting the role of the Council's overview and scrutiny committees;
- (b) providing support to the Council's overview and scrutiny committees and their members; and
- (c) providing support and guidance to all members of the Council and its officers on the functions of the Council's overview and scrutiny committees.

The Council's Scrutiny Officers will support the Statutory Scrutiny Officer in their role and provide support to the overview and scrutiny function. The Council's scrutiny officers should play a proactive role in ensuring effective scrutiny of decision making. Accordingly there should be a close working relationship between scrutiny officers and councillors involved in scrutinising decisions. Both scrutiny officers and scrutiny councillors should be involved in testing the merits of proposals under consideration with scrutiny officers acting in an advisory role with councillors.

⁵ Section 9FB of the Local Government Act 2000

H. ANNUAL REPORT AND EFFECTIVENESS OF OVERVIEW AND SCRUTINY

As part of the annual report submitted on the overview and scrutiny function, submitted to the County Council, reference will be made to the overall effectiveness of overview and scrutiny.

Deviations from Statutory Guidance

Statutory Guidance Paragraph	Reason(s) for Deviating from Guidance
<p>11(d). Authorities can establish a strong organisational culture by maintaining the interest of full Council in the work of the scrutiny committee – part of communicating scrutiny’s role and purpose to the wider authority should happen through the formal, public role of full Council – particularly given that scrutiny will undertake valuable work to highlight challenging issues that an authority will be facing and subjects that will be a focus of full Council’s work. Authorities should therefore take steps to ensure full Council is informed of the work the scrutiny committee is doing.</p> <p>One way in which this can be done is by reports and recommendations being submitted to full Council rather than solely to the executive. Scrutiny should decide when it would be appropriate to submit reports for wider debate in this way, taking into account the relevance of reports to full Council business, as well as full Council’s capacity to consider and respond in a timely manner. Such reports would supplement the annual report to full Council on scrutiny’s activities and raise awareness of ongoing work.</p>	<p>The Panel notes the following arrangements are in place:</p> <ul style="list-style-type: none"> (a) Overview and Scrutiny Annual Report is presented to the Council at the AGM each year. (b) The Constitution sets out in Paragraph 16(c) of the Overview and Scrutiny Procedure rules (page 4/54) that: <p style="margin-left: 20px;">"Following any investigation or review, the Committee may prepare a report, for submission to the Executive and/or Council as appropriate and shall make its report and findings public."</p> (c) In specific circumstances a call-in may be submitted to the Council, on the basis that the decision is not within the Council's policy or budget framework. <p>However, the Panel believes that scrutiny review reports should not as a matter of course be submitted directly to Council. The reason is under executive arrangements the law distinguishes between council functions and executive functions and where a function is an executive function it must be exercised by the executive and cannot be exercised by the Council. This means the Council could not make a decision on a report relating to an executive function.</p>

Statutory Guidance Paragraph	Reason(s) for Deviating from Guidance
<p>Selecting the right members to serve on scrutiny committees is essential if those committees are to function effectively. Where a committee is made up of members who have the necessary skills and commitment, it is far more likely to be taken seriously by the wider authority.</p> <p>While there are proportionality requirements that must be met, the selection of the chair and other committee members is for each authority to decide for itself.</p> <p>Members invariably have different skill-sets. What an authority must consider when forming a committee is that, as a group, it possesses the requisite expertise, commitment and ability to act impartially to fulfil its functions.</p>	<p>The Scrutiny Panel acknowledges paragraphs 23 and 24 of the guidance. However, through the offer of training and development all members of committees will be able to develop their skills and knowledge.</p> <p>Paragraph 24 acknowledges proportionality requirements, but not that the wishes of the political group in making appointments to committees are paramount. The Panel concludes that the existing arrangements for appointments to committees should continue.</p>
<p>The method for selecting a Chair is for each authority to decide for itself, however every authority should consider taking a vote by secret ballot.</p>	<p>The Scrutiny Panel believes that the existing arrangements for the appointment of chairmen is transparent, and also enables representatives from minority political groups to have chairmanships and vice-chairmanships. For this reason the Panel does not support secret ballots for the election of chairmen and vice chairmen.</p>

Analysis of Business at Overview and Scrutiny Committees

The analysis has been based on the first two completed years of the current Council term. Similar analysis was undertaken to support the review of scrutiny in 2016, so comparisons have been included, where appropriate.

A. Length of Meetings

Length of Scrutiny Committee Meetings (2017-18 and 2018-19)			
Scrutiny Committee	Number of Meetings	Total Meeting Time Hours:Minutes	Average Meeting Length Hours:Minutes
Health	22	78:00	3:32
Adults and Community Wellbeing	15	41:46	2:47
Overview and Scrutiny Management ⁶	20	53:10	2:39
Environment and Economy	16	39:18	2:27
Children and Young People	16	38:05	2:26
Highways and Transport	16	39:07	2:26
Public Protection and Communities	15	31:52	2:07
Flood and Water Management	8	12:05	1:30
Totals	128	333:23	2:36

The Panel wishes to stress that the length of a meeting is no indication of its quality in terms of effective overview and scrutiny.

Apart from the Flood and Water Management Scrutiny Committee and the Health Scrutiny Committee, which often has afternoon sessions, the length of meetings across committees is similar.

In the previous council term meetings averaged 2 hours 49 minutes, so this indicates a trend of slightly shorter committee meetings.

⁶ The meeting of the Overview and Scrutiny Management Board on 1 March 2018 was cancelled owing to weather conditions, and is thus excluded from the total meeting time calculation.

B. Number of Items Considered

Total Number of Items Considered⁷ (2017-18 and 2018-19)			
Scrutiny Committee	Number of Meetings	Total Number of Items	Average Number of Items per Meeting
Overview and Scrutiny Management	21 ⁸	104	5.0
Environment and Economy	16	78	4.5
Flood and Water Management	8	36	4.5
Highways and Transport	16	70	4.4
Children and Young People	16	68	4.3
Adults and Community Wellbeing	15	63	4.2
Health	22	86	3.9
Public Protection and Communities	15	56	3.7
Totals	129	561	4.3

This shows that on average number each agenda contains 4.3 items. There is little divergence between the committees and is an indication that agenda length is being managed, so that committees do not have an excessive number of items on each agenda.

In the previous council term the number of items on each agenda was 4.4, so overall there is little change in the number of items considered.

⁷ The definition of 'item' excludes: Apologies for Absence and Replacement Members; Declarations of Members' Interests; Minutes of the Previous Meeting; Announcements by the Chairman, Executive Councillors and Senior Officers; Motions to exclude the Press and Public; Work Programme items (except items where the Overview and Scrutiny Management Board receives reports on the work programmes of other scrutiny committees).

⁸ The agenda items for the cancelled meeting of the Overview and Scrutiny Management Board on 1 March 2018 has been included for this calculation.

C. Length of Reports on Each Agenda

Average Length of Reports for Scrutiny Committees⁹ (2017-18 and 2018-19)				
Scrutiny Committee	Total Pages in Reports	Shortest	Longest	Average Per Report Pack
Children and Young People	2,230	54	240	139
Highways and Transport	2,148	42	476	134
Overview and Scrutiny Management ¹⁰	2,725	36	286	130
Adults and Community Wellbeing	1,896	12	338	126
Environment and Economy	1,861	50	236	116
Health	2,358	46	224	107
Public Protection and Communities	1,556	12	244	104
Flood and Water Management	492	20	112	62
All Committees	15,266	12	476	118

The average length of an agenda pack is 118 pages. In the previous Council term, the average length of an agenda and report pack was 106 pages.

⁹ For this calculation the agenda pages, containing the summons and the list of items, are excluded.

¹⁰ The agenda items for the cancelled meeting of the Overview and Scrutiny Management Board on 1 March 2018 has been included for this calculation.

D. Pre-Decision Scrutiny Items

Number of Pre-Decision Scrutiny Items Per Scrutiny Committee¹¹ (2017-18 and 2018-19)			
Scrutiny Committee	Number of Items	Pre-Decision Scrutiny Items	Percentage of Pre-Decision Items Considered
Overview and Scrutiny Management	104	35	34%
Children and Young People	68	19	28%
Adults	63	14	22%
Highways and Transport	70	11	16%
Environment and Economy	80	7	9%
Public Protection and Communities	56	4	7%
Totals	441	90	20%

¹¹ Pre-decision items are defined as items where the scrutiny committee considers the same report as the Executive or an Executive Councillor, and the Committee's statement is passed to the Executive and Executive Councillor. The Health Scrutiny and Flood and Water Management Scrutiny Committees focus on external agencies and are not included in this analysis.

E. Policy Development / Consultation Items

Total Number of Policy Development / Consultation Items Considered¹² (2017-18 and 2018-19)			
Scrutiny Committee	Total Number of Items	Total Number of Policy Development / Consultation Items	Percentage of Policy Development / Consultation Items
Environment and Economy	80	32	40%
Health	86	22	26%
Highways and Transport	70	12	17%
Flood and Water Management	36	5	14%
Public Protection and Communities	56	6	11%
Children and Young People	68	4	6%
Adults and Community Wellbeing	63	3	5%
Overview and Scrutiny Management	104	4	4%
Totals	563	88	16%

¹² The definition of a policy development / consultation item is where the Committee

- is involved in discussions on the development of a policy or strategy, or a significant change in service provision, taking place prior to pre-decision scrutiny;
- is consulted on the processes for a consultation activity or the content of a content, which would lead to a revised policy or strategy, or a significant change in service provision; or
- makes arrangements for, develops or approves a response to any consultation.

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

Report to:	Overview and Scrutiny Management Board
Date:	30 April 2020
Subject:	Overview and Scrutiny Management Board Work Programme

Summary:

This item informs the Board of its current work programme for the next couple of meetings which may be held remotely under the new "Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020" which have been introduced in April 2020 in response to the Coronavirus pandemic.

Actions Required:

Members of the Board are invited to note the current version of the work programme.

1. Background

Work Programme

The current version of the work programme for the Overview and Scrutiny Management Board is set out in Appendix A. The work programme has been streamlined to reflect the possibility of meeting remotely for the next two meetings.

Executive Forward Plan

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

2. Conclusion

The Board is invited to note its current work programme for the next two meetings, which is attached at Appendix A to this report.

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	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 and Statutory Scrutiny Officer, who can be contacted on 01522 552840 or by e-mail at 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)

30 April 2020 – Virtual Meeting		
Item	Contributor	Purpose
Draft Corporate Plan Success Framework 2020-2023	Debbie Barnes, Chief Executive Verity Druce, Commercial Manager	Pre-Decision Scrutiny (Executive decision on 5 May 2020)
Post 16 Transport Policy Statement 2020/21 <i>(instead of Children and Young People Scrutiny Committee)</i>	Martin Smith, Interim Assistant Director - Education Mark Rainey, Commissioning Manager - Commercial Teri Marshall, Education Transport Manager	Pre Decision Scrutiny (Executive Decision on 5 May 2020)
Overview and Scrutiny Annual Report 2019/2020	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer Daniel Steel, Scrutiny Officer	Performance Scrutiny
Scrutiny Panel B: Review of Overview and Scrutiny – Draft Final Report	Cllr Angela Newton, Chairman of Scrutiny Panel B Simon Evans, Health Scrutiny Officer	Scrutiny Review Activity

28 May 2020		
Item	Contributor	Purpose
Employee Survey – Outcomes and Action Plan	Fiona Thompson, Head of Human Resources	Performance Scrutiny

Corporate Support Services Contract Extension (EXEMPT)	Sophie Reeve, Assistant Director - Commercial	Pre-Decision Scrutiny (Executive / Leader Decision between 30 April – 15 June 2020)
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02 July 2020		
Item	Contributor	Purpose
Review of Financial Performance 2019/20	Dave Simpson, Head of Finance - Technical and Development	Pre-Decision Scrutiny (Leader / Executive decision on 7 July 2020)
Treasury Management Annual Report 2019/20	Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Performance Scrutiny
Business World ERP System Re-Design – Progress Report	Andrew McLean, Assistant Director – Transformation, Programmes and Performance	Performance Scrutiny
Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director - Commercial Arnd Hobohm, Serco Contract Manager John Wickens, Assistant Director – IMT Donna Fryer, Head of Portfolio and Resources, IMT	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

FORWARD PLAN OF KEY DECISIONS FROM 01 MAY 2020

PUBLISH DATE 02 APRIL 2020

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
I019926 New!	Corporate Support Services Extension	Exempt	Executive OR Leader of the Council (Executive Councillor: Resources and Communications) Between 30 Apr 2020 and 15 Jun 2020	Overview and Scrutiny Management Board	Report	Assistant Director - Commercial Email: sophie.reeve@lincolnshire.gov.uk	All Divisions
I019680	Highways Infrastructure Asset Management Plan 2020	Open	Executive Councillor: Highways, Transport and IT OR Leader of the Council (Executive Councillor: Resources and Communications) Between 4 May 2020 and 11 May 2020	Highways and Transport Scrutiny Committee	Report	Policy and Strategic Asset Manager Tel: 01522 553105 Email: joe.phillips@lincolnshire.gov.uk	All Divisions
I019546	Post 16 Transport Policy Statement 2020/21	Open	Executive OR Leader of the Council (Executive Councillor: Resources and Communications) 5 May 2020	Education Providers; Transport Providers; Young People and Parents/Carers; Children and Young People Scrutiny Committee	Report	Education Transport Manager Tel: 01522 553440 Email: teri.marshall@lincolnshire.gov.uk	All Divisions

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