



**OVERVIEW AND SCRUTINY MANAGEMENT  
BOARD  
17 JUNE 2021**

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

Councillors T Smith (Vice-Chairman), B Adams, Mrs J Brockway, P M Dilks, R J Kendrick, C S Macey, C E H Marfleet, N H Pepper, R Wootten and P E Coupland

**Added Members**

Parent Governor Representative: Miss A E I Sayer

Councillors: H Spratt and M A Whittington attended the meeting as observers

The following members attended as observers via Teams: P A Skinner (at the invitation of the Chairman) and Mrs S Woolley

Officers in attendance:-

Debbie Barnes OBE (Chief Executive), Andrew Crookham (Executive Director Resources), James Drury (Executive Director Commercial), John Giblin (Strategic Communications Team Leader), Nick Harrison (Democratic Services Officer), Tracy Johnson (Senior Scrutiny Officer) and Nigel West (Head of Democratic Services and Statutory Scrutiny Officer)

The following Officers joined the meeting remotely via Teams:-

Michelle Andrews (Assistant Director – Corporate Recovery), Justin Brown (Assistant Director Growth), Andrew McLean (Assistant Director - Transformation), Clare Rowley (Head of Transformation)

**1      APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS**

An apology for absence was received from Councillor E Strengiel. It was reported that, under Regulation 13 of the Local Government Committee and Political Groups) Regulation 1990, Councillor P Coupland was replacing Councillor E Strengiel for this meeting only.

An apology for absence was also received from Mrs M Machin (Added Member).

**2      DECLARATIONS OF INTEREST**

None received.

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### MINUTES OF THE MEETING HELD ON 17 MARCH 2021

RESOLVED:

That minutes of the meeting held on 17 March 2021 be approved as a correct record and signed by the Chairman.

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### ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

#### Chairman's Announcements

The Chairman reported that he had attended the Executive's meeting on 7 April and presented the Board's comments on the Draft One Council Commissioning Framework. He had highlighted that the Board had recognised that the development of the workforce was a work in progress and that this was a very good piece of work but that the Board would like to review it in around nine to 12 months to examine how it was operating. The Executive had raised concerns around some of the language that was used and there was a need for a balance between using Lincolnshire based businesses and the cost-benefit. The Executive requested that a revised version be brought back to a future meeting for final approval. The revised version would be considered by the Board for pre-decision scrutiny on 1 July before going to the Executive for approval on 6 July.

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### CONSIDERATION OF CALL-INS

None received.

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### CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

None received.

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### INTRODUCTION TO SERVICE AREAS REPORTING TO THE OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Consideration was given to presentations from the Chief Executive, the Executive Director – Resources, and the Executive Director – Commercial, on their responsibilities and the service areas reporting to the Board.

Members made the following additional points following the presentations:-

- A member suggested that the Board may find it helpful to receive further training on some of the more complex areas of finance, particularly treasury management. The Executive Director reported that a training session had been arranged for councillors on *Introduction to Local Government Finance* which would include treasury management. He undertook to consider whether any further sessions for the Board would be beneficial going forward.

- It was reported that responsibility for Business World would move to Hoople Ltd and the Council would become a shareholder in readiness for when the Serco contract ended in 2024. Hoople Ltd was a subsidiary of Herefordshire County Council.
- It was confirmed that regular and extensive performance monitoring was undertaken with regards to contracts the Council engaged in with contractors.
- Following a request from a member, the Executive Director – Commercial, undertook to circulate to the Board, following the meeting, information on County Farms including:- the number of farms, amount of land owned and income received/capital receipts.
- The Executive Director – Commercial, responded to a question on the shortage of building materials due to the on-going global impact of Covid-19. He reported that there were some shortages and costs of certain materials had increased significantly ie timber up 40% in recent months. To date there had been no adverse impact on any current projects. Measures had been taken to use a wider range of suppliers, and in some circumstances, more creative approaches had been considered to deliver desired outcomes.

RESOLVED:

That the presentations be noted.

## 8 INTRODUCTION TO THE TRANSFORMATION PROGRAMME

Consideration was given to a presentation from the Assistant Director – Corporate Transformation, Programmes and Performance and the Head of Transformation, on the Transformation Programme.

The Council had developed a Corporate Plan which set out the goals and ambitions it wished to achieve for its residents over the coming years. It had been recognised that there was a need to focus and resource activity to deliver the Plan, driving innovation and efficiency that was best delivered through a corporate transformation programme, supported by change management and recognisable benefits realisation.

The Transformation Programme encompassed a number of wide-ranging projects that would positively impact upon residents, communities, staff, businesses, visitors and other stakeholders engaged with the Council. The programme was organised into three overarching workstreams of *Our People*, *Our Communities* and *Our Processes*, each of which had a number of projects delivered within them, with enabling technology acting as a key driver throughout.

The overall aims of the programme were to: Develop a strong vision, direction and identity; put our customers at the heart of everything the Council did; become an employer of choice; be more flexible and agile in how the Council operated; have leadership that was collaborative and empowering through a distributed leadership approach; develop a culture that promoted ownership and accountability.

Engagement sessions had been planned on the customer and digital strategies with councillors.

Members discussed the report, and during the discussion the following points were noted:

- Consultation on the key elements of the programme with the Board should be in a timely fashion to ensure input before important decisions were made.
- It was re confirmed that there would be regular engagement with Councillors and stakeholders and feedback analysed.
- It would be important to analyse and measure the impact of any changes as a result of the programme on, for example, the community, new processes and any financial savings to determine whether the original aims and objectives had been achieved.
- The Assistant Director – Corporate Transformation, Programmes and Performance and the Head of Transformation, undertook to forward further information to the Board following the meeting on the monitoring of potential benefits of the programme. In particular, further information on any planned moves surrounding the digital access to services by the public, the affordability and benefits/disadvantages. There was some concern about the impact on those members of the public without or with limited access to the appropriate IT.

RESOLVED:

That the presentation be noted.

9      SUBMISSION OF APPLICATION FOR FUNDING TO UK COMMUNITY RENEWAL FUND AND LEVELLING UP FUND

Consideration was given to a report from the Assistant Director – Growth, on the Submission of Application for Funding to UK Community Renewal Fund and Levelling Up Fund which was due to be considered by the Leader of the Council on 18 June 2021. The views of the Board would be reported to the Leader of the Council as part of his consideration of this item.

The Board was invited to:- Consider the report and to determine whether the Board supported the recommendations to the Leader of the Council (Executive Councillor for Resources, Communications, and Commissioning). The recommendations included: Approval of the submission of a Lincolnshire-wide bid to the UK Community Renewal Fund in accordance with Table 1 in the report; Approval of the submission of a Lincolnshire County Council bid to the Levelling Up Fund for transport improvements which supported the growth of the food manufacturing sector in the A16 corridor which connected Boston and Spalding; and the authorisation of the Executive Director for Place to determine the detail of the final form of both bids for submission.

The County Council had the opportunity to make two bids into the funds that the government had made available for regional growth – the UK Community Renewal Fund and the Levelling Up Fund. Lincolnshire County Council (LCC) was the lead organisation for Community Renewal Fund and had run a consultation programme which had led to

projects of sufficient quality to make a bid with a value of £9m to government. As the local highway authority LCC could make one bid to the Levelling Up Fund and because of the economic impact and because of deliverability it was proposed that the bid submitted by LCC was for £20m for transport improvements on the A16 between Boston and Spalding. Bids should be submitted on 18<sup>th</sup> June 2021.

The following points were raised:

For consideration for the submission of the bids:

- Improvements to the A16 were important. The A16, an essential route from the north to the south of Lincolnshire, was not designed for growth when it was originally built. As a result of additional routes connecting onto the A16, the road was now regularly congested due to the volume of traffic. The Government needed to be mindful of planning for growth when allocating funding.
- It was recognised that this was a partnership project, with the County Council working with the Greater Lincolnshire Local Enterprise Partnership and other partners, and was also part of an economic recovery strategy which should be welcomed. All of the projects would be delivered as part of a partnership strategy to tackle growth and recovery, particularly as a result of Covid-19 and the UK's exit from the European Union. In addition, the bids clearly show that they would contribute substantially to delivering the economic recovery strategy.

For consideration by the Council:

- Some infrastructure projects were not originally designed with growth in mind. Going forward, infrastructure designs should plan for future expansion purposes, such as to avoid traffic congestion. When designing new capital investments, the Council should consider whole life costs and long term growth, while making sure that the Council would not have to finance long term improvements to respond to growth. The Board advised that some lobbying of the Government might be necessary for a review of the planning system and additional funding, as it was becoming increasingly difficult for the County Council to fund more and more associated projects due to a reduction in funding.
- Information on the four District Council's Levelling Up Fund bids would have been useful so that they could have been supported, if appropriate, by the County Council.
- Monitoring the performance of those organisations who had requested finance would be important. This would ensure that the achievement of outcomes was monitored and managed within projects.

RESOLVED:

- 1) That the recommendations as outlined in the report and above, be supported;
- 2) That a summary of the comments as outlined above be reported to the Leader of the Council (Executive Councillor for Resources, Communications, and Commissioning) as part of his consideration of this item.

**10      COVID-19 UPDATE**

Consideration was given to an update report from the Assistant Director – Corporate Recovery, on Covid-19. The report provided an overview of the work by the Local Resilience Forum (LRF), partnership to manage Lincolnshire's response to the Covid-19 pandemic since the most recent briefing paper provided to the Board via email on the 20<sup>th</sup> April 2021. The report outlined the latest data and information on recovery planning.

The final step in the roadmap was planned for the 21<sup>st</sup> June. However the prime minister's announcement on Monday 14<sup>th</sup> June confirmed that this final step of easing restrictions would be delayed until 19<sup>th</sup> July 2021. This equated to a four week extension with a review to be undertaken after two weeks. The delay meant limits remained on how many people could meet, with groups of up to 30 allowed to meet outdoors, and up to six people (or two households) allowed indoors. A very limited number of restrictions were being lifted from 21<sup>st</sup> June (as initially planned). These were: The number of guests at weddings and wakes would no longer be limited to 30, however venues would have to adhere to social distancing and hosts must undertake a risk assessment. Table service would be required - with six people per table - and no indoor dance floors would be allowed. Care home residents would no-longer have to isolate for 14 days after returning from visits outside. Exceptions would include high-risk trips such as overnight hospital stays. Children could go on overnight trips in groups of 30 with, for example, the Scouts or Guides, or as part of summer residential schools. Some large events pilots would continue, including additional Euro 2020 football matches as well as a number of other sports, arts, and music events. Social distancing precautions were to be maintained. The indoor 'rule of 6' was to be maintained. Working from home was to be maintained where users could continue to do so. The night time economy i.e. nightclubs were to remain closed.

Members discussed the report, and during the discussion the following points were noted:

- Recent modelling suggested that 50-60% of current Covid-19 cases in Lincolnshire are likely to be the Delta Variant. At present this rate was below the national average. The Delta Variant was expected to become the dominant variant in the UK at some point due to its transmission rate. Covid-19 cases were predominantly amongst those who had not yet been vaccinated.
- The report was welcomed and it was noted that the next update would be submitted to the August meeting of the Board.

RESOLVED:

That the report be noted.

**11      PROPOSALS FOR SCRUTINY REVIEWS**

Consideration was given to a report from the Head of Democratic Services and Statutory Scrutiny Officer, inviting topics for consideration by Scrutiny Panels A and B.

The Board was invited to identify and agree potential topics for in-depth scrutiny reviews to be undertaken by the two Scrutiny Panels, taking into account the Prioritisation Toolkit. Councillor Phil Dilks, Chairman of Scrutiny Panel A, was in attendance for this item. Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, presented the report.

The Board were asked to determine whether a scrutiny review should be undertaken on *Lincolnshire Agricultural Sector Support* and, if agreed, approve the terms of reference as set out in Appendix B to the report and determine which Scrutiny Panel would undertake the review. They were also invited to identify and agree topics for future scrutiny reviews to be undertaken by the Scrutiny Panels and to delegate to the Chairman and Vice Chairman of the Board approval of the terms of reference for future scrutiny reviews.

The report identified the following potential topics for the Board's consideration:

- Lincolnshire Agricultural Sector Support – proposed terms of reference were set out in Appendix B.
- Town Centre Improvements – to consider what opportunities existed for the revitalisation of town centres around the county.
- Capital Programme Planning – An assessment and challenge of the current capital project lifecycle arrangements and any lessons learned from major projects, and how Overview and Scrutiny could be involved in the process.

Members discussed the report, and during the discussion the following points were noted:

- It was suggested that the Chairmen of the Scrutiny Committees be asked to consider one idea for in depth scrutiny review and report back to the 1 July Board meeting on this in more detail. It was also suggested that all councillors should be invited to put forward suggestions. A further suggestion was to consult Scrutiny Committees and report back on ideas to the September Board meeting.
- Suggestions of ideas made at the meeting included:-
  - Brexit and its impact on the availability of overseas farmworkers and on farming in the County.
  - The impact of robotics on employment in the food services industry.
  - How councillors' ways of working had changed as a result of the Covid-19 pandemic and the positive impact these changes have had, and how they should work going forward, given that there would be hybrid working by officers under the Smarter Working Policy. The Executive Director – Resources offered to provide some wording on this suggestion.
  - The Policy Team would provide some Horizon Scanning for feeding into the suggestions for scrutiny reviews.
  - Traffic management, speeding, signage etc - to consider whether current policies on these were up to date or required review.

There were mixed views and some doubts expressed about whether a review of *Lincolnshire Agricultural Sector Support* would be a good idea at this moment in time, especially in the light of the uncertainty surrounding the outcome and content of the

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proposed Agricultural Bill currently going through Parliament. It was recognised that any Bill or change in subsidies would have an impact on County Farms.

RESOLVED:

- 1) That Scrutiny Chairmen be invited to submit detailed ideas for scrutiny reviews to the September Board meeting for further discussion and decision;
- 2) That the ideas included in the report submitted to the meeting be noted and be included in the above report to the September meeting.

(Councillor C E H Marfleet gave his apologies and left the meeting)

## 12 UPDATES FROM THE CHAIRMEN OF THE SCRUTINY COMMITTEES

Consideration was given to verbal updates from the Chairmen of the Scrutiny Committees. This item was to enable the Board to receive verbal updates from the chairmen of the scrutiny committees on their future work programmes so that the Board was aware of the key issues being considered across the scrutiny function. The Chairman welcomed Councillor Paul Skinner, Chairman of the Flood and Water Management Scrutiny Committee, who was attending via Teams to provide his update.

### Children and Young People Scrutiny Committee

Councillor R Kendrick, reported that the Children and Young People Scrutiny Committee continued to be very busy with a number of key themes on their agendas. The Building Communities of Special Provision Strategy continued to be one of the main considerations for the Committee. The Strategy had been approved by the Executive in November 2018, and implementation of the strategy commenced in January 2019 and would take place over the next five years with the final school changes being made in September 2024. The decisions for the capital appraisals and changes to the special schools were now making their way through the Committee for its consideration. Over the last 18 months, the Committee had considered the capital appraisals for Boston Endeavour Academy, which was a brand new school being built; the Willoughby Academy in Bourne; the Eresby School in Spilsby; and St Bernard's School in Louth. Over the next few months, the Committee would be considering the capital appraisals for St Christopher's School in Lincoln, Priory School in Spalding and St Lawrence's Academy in Horncastle. In addition, the Committee received an annual report every October which set out the overall progress and implementation of the Strategy and the capital build programme. Subject to Covid restrictions, it was hoped that Committee members could visit the schools once the work had been completed, with the first visit hopefully being to the Boston Endeavour Academy in September. Another matter which the Committee would be considering over the next year was in relation to the Children in Care Transformation Programme. The Committee received a report at its March meeting setting out the progress and the six workstreams for the programme. The Committee would be receiving two reports at its meeting on 19 November in relation to *Children in Care Transformation - Residential Estate Expansion Programme*, and *Wickenby Children's Home*, both of which were for pre-decision scrutiny. The Committee would also continue



to scrutinise the work of the Lincolnshire Safeguarding Children Partnership (LSCP) through six monthly updates. The Committee would receive an introductory presentation from the LSCP at its meeting on 25 June and then further updates at its November and April meetings. Representatives from the Office of the Police and Crime Commissioner and the NHS Lincolnshire Clinical Commissioning Group were also invited to attend to represent the Police and Health on behalf of the Partnership and to participate for these items. In addition, the Committee would continue to monitor the impact of the Covid-19 pandemic on children and young people, especially in relation to the effect on their education. The Committee would receive the Children Missing Out on Education Annual Report 2020/21 at its 14 January meeting, and also a report on the Lincolnshire Local Authority School Performance for 2020-21 at its meeting on 4 March.

#### Communities and Public Protection Scrutiny Committee

Councillor N H Pepper reported that the Public Protection and Communities Scrutiny Committee had held an induction on the 15<sup>th</sup> June where Officers had introduced areas reporting to the Committee, namely Public Protection, Communities, Corporate Service and the Fire and Rescue Service. Throughout the year the Committee was expected to receive Quarterly reports on Service Performance for each area. Moreover, the Committee would consider pre-decision scrutiny reports on which the Committee would make recommendations to the Executive; these included: Community Strategy; Coroners Service's Update on Transformation Project and Potential Merger with North and North East Lincolnshire; Outcomes from the Technical Response Unit Provision Consultation. In addition, in the 2021-22 Programme Members would review amongst others: Performance of the Library Services Contract – Year Five Review – Library and Heritage (July 2021); Integrated Risk Management Plan 2020-2024– Fire & Rescue (September 2021); Community Hub Year 5 Update - Library and Heritage (November 2021); Road Safety Partnership Annual Report – Road Safety Partnership (December 2021); Trading Standards Annual Update – Road Safety Partnership (January 2022).

The Committee also sat as the Crime and Disorder Scrutiny Committee and as such would receive updates from areas such as Domestic Abuse (Annual Update), Stay Safe (Annual Update), Section 17 Crime & Disorder Act. 1998 (Duty Update), Prevent (Annual Update) and Modern Day Slavery (Annual Update).

#### Environment and Economy Scrutiny Committee

Councillor R Wootten reported that the Committee was due to hold its induction meeting on the 22<sup>nd</sup> June. Heads of Service Areas reporting to the Environment and Economy Scrutiny Committee had been invited to deliver presentations on their activities. Throughout the year the Committee was expected to receive Quarterly updates on the Service Performance Reporting Against the Performance Framework 2020 – 2021; the Committee would also receive an update on the Development Fund – Drainage Investigations & Flood Repairs (flood risk team) and on Area of Outstanding Natural Beauty (Countryside Services); finally, topics that would be reviewed include amongst others: Impact of Covid-19 on the High Streets – Economic Infrastructure Investment (July 2021); Internationalisation Strategy - Economic Development (July 2021); Litter initiative and fly tipping Options Paper - Waste Operations (July 2021);

Developing a Climate Change Partnership for Lincolnshire – Environment Sustainability (September 2021); Historic Places Team Strategy – Historic Places Management (September 2021); Green Masterplan Progress - Environment Sustainability (September 2021); Local Transport Plan – Planning & Infrastructure (October 2021); South Lincolnshire Food Enterprise Zone – Growth, Regeneration, Economic Infrastructure (October 2021); Humber and East Coast Strategies -Environment (October 2021); Resilience Innovation Programme Progress - Flood Risk (November 2021); Carbon Reporting Tool - Environment Sustainability (January 2021). Other items that would be programmed throughout the year included: - Coastal Car Park Strategy; Review of land sales policy – regeneration; Skegness Business Park; Planning White Paper; Green Technology Grant; Updating the Lincolnshire Minerals and Waste Local Plan: Issues and Options; Natural Flood Management.

#### Flood and Water Management Scrutiny Committee

Councillor P Skinner reported that the Committee was due to hold an induction meeting on 21st June, on the service areas which report to it, as well as to introduce its core partners to members, namely the Environment Agency and Anglian Water. These partners would be providing the committee with updates at every meeting. Throughout the year the Committee was expected to receive reports on topics such as:

- Progress Update on Development Fund – Drainage Investigations and Flood Repairs – Flood Risk (September 2021)
- Funding for Riparian Rights and Responsibilities – Flood Risk (September 2021)
- Emergency Planning Response and Co-ordination - Emergency Planning & Business Continuity (September 2021)
- Coastal Adaptation Strategy - Environment (November 2021)
- Lincolnshire Fire and Rescue New Pumping Equipment – Fire & Rescue (November 2021)
- Property Level Resilience Trial Project – Flood Risk (February 2022)

#### Health Scrutiny Committee for Lincolnshire

Councillor C Macey reported that the agenda for the Health Scrutiny Committee's meeting on 23 June had five substantive items on the agenda. Firstly, United Lincolnshire Hospitals NHS Trust (ULHT) was consulting on a proposal for urology services. The proposal meant that patients with urgent urological conditions requiring hospital admission would be taken to Lincoln County Hospital. Currently patients may be admitted at both Lincoln and Pilgrim. In turn, Lincoln would see a reduction in the number of patients seen on a planned basis, as more patients requiring planned care would be treated in Pilgrim and at Grantham. The report on the agenda had more detail, and the Committee would be responding to the consultation. The second item to highlight was paediatric services at Pilgrim. In August 2018 an interim service model was introduced at Pilgrim for paediatrics, as a result of both medical and nursing staff shortages. This model introduced a paediatric assessment unit, where children and young people would be treated and monitored for up to twelve hours. After twelve hours, any children requiring further care would be transferred to Lincoln. The report to the Committee indicated that over time the model had evolved so that children and young people may be treated for up to 24 hours as part of short stay paediatric

assessment unit. The Committee would be giving its view to ULHT, which was seeking to make this arrangement 'more permanent'.

There were seven new members of the Committee and the Chairman intended to offer them scope to influence the content of the Committee's work programme. However, the NHS at a national level was expected shortly to sign off the Lincolnshire Acute Services Review. He had been advised that a full public consultation could begin soon, and would take a lot of time on the agenda, possibly even from July onwards.

#### Highways and Transport Scrutiny Committee

Councillor B Adams reported that the Committee would meet six weekly (7 meetings scheduled in 2021-22) for members to review items programmed and to consider any additional scrutiny activity that could be included on the Work Programme. The Committee would hold a formal meeting on 28<sup>th</sup> June to receive an introduction to Service Areas reporting to it, as well as to consider two pre-decision scrutiny items for which recommendations would be made to the Executive meeting in July and also a quarterly performance report of Highways Services. Throughout the year the Committee was expected to receive reports on topics such as:

- Update on Gully Cleansing/Repair and Surface Water Flooding – Highways and Flood Risk (July 2021)
- Winter Service Plan 2021/22 (pre-decision Scrutiny)– Highways (September 2021)
- Engagement with Network Rail and Train Operating Companies - Strategic Transport (October 2021)
- Local Transport Plan – Infrastructure, Transport and Growth (October 2021)
- Road Safety Partnership Update – Road Safety Partnership (January 2022)

There was no update on the Adults and Community Wellbeing Scrutiny Committee as Councillor C E H Marfleet had to leave the meeting before this item.

RESOLVED:

That the updates be noted.

### 13 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

The Board received a report which enabled the consideration of the content of its work programme for the coming year. The Head of Democratic Services and Statutory Scrutiny Officer took the Board through the agendas for the next couple of meetings.

RESOLVED:

That the work programme be agreed.

The meeting closed at 13.06 pm