Lincolnshire
COUNTY COUNCIL
Working for a better future

County Offices
Newland
Lincoln
LN1 1YL

13 December 2017

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 21 December 2017 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

Tony McArdle
Chief Executive

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

Councillors   R B Parker   (Chairman),   L A Cawrey   (Vice-Chairman),   T Bridges, Mrs J Brockway,   M Brookes,   R L Foulkes,   C S Macey,   C E H Marfleet, Mrs A M Newton, N H Pepper and E W Strengiel

Added Members

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

Parent Governor Representatives: Mrs P J Barnett and Dr E van der Zee

OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA
THURSDAY, 21 DECEMBER 2017

Lincolnshire
COUNTY COUNCIL
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OVERVIEW AND SCRUTINY
MANAGEMENT BOARD
30 NOVEMBER 2017

PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)

Councillors L A Cawrey (Vice-Chairman), T Bridges, Mrs J Brockway, M Brookes, R L Foulkes, C S Macey, Mrs A M Newton, E W Strengiel and A N Stokes

Added Members

Church Representatives: Reverend P A Johnson

Parent Governor Representatives: Mrs P J Barnett and Dr E van der Zee

Councillor M A Whittington attended the meeting as an observer

Officers in attendance:-

Andrea Brown (Democratic Services Officer), Simon Evans (Health Scrutiny Officer), Brian Goodwin (Contract Manager), Kevin Kendall (County Property Officer), Pete Moore (Executive Director, Finance and Public Protection), Jasmine Sodhi (Performance and Equalities Manager), Daniel Steel (Scrutiny Officer), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and Richard Wills (Executive Director, Environment and Economy)

50   APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors C E H Marfleet, N H Pepper and Added Member Mr S C Rudman.

It was reported that, under the Local Government (Committee and Political Groups) Regulations 1990, Councillor A Stokes had been appointed as replacement member for Councillor N H Pepper for this meeting only.

51   DECLARATIONS OF MEMBERS' INTERESTS

No declarations of Members' interests were received at this point of the proceedings.

52   MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT BOARD MEETING HELD ON 26 OCTOBER 2017

The Head of Democratic Services and Statutory Scrutiny Officer advised the Board of some amendments which had been highlighted since the papers had been published and requested the Board's agreement of these changes:-

- Minute No. 37 – Apologies for Absence/Replacement Members

  Apologies for absence had been omitted from the minutes for Councillor Mrs A M Newton;

- Minute No. 37 – Overview and Scrutiny Work Programmes

  o Environment and Economy Scrutiny Committee – amend the first sentence to read *"The Chairman of the Environment and Economy Scrutiny Committee, Councillor A Bridges, reported that, since the election, the Environment and Economy Scrutiny Committee had dealt with a busy schedule, covering many high profile projects across the county."*;

  o Flood and Water Management Scrutiny Committee – amend the first sentence to read *"The Chairman of the Flood and Water Management Scrutiny Committee, Councillor D McNally, updated the Board on the work of the Flood and Water Management Scrutiny Committee, which met quarterly."*; and

  o Highways and Transport Scrutiny Committee – amend the first sentence to read *"The Vice-Chairman of the Highways and Transport Scrutiny Committee, Councillor C J T H Brewis, reported that he and the Chairman had been engaged in site visits."*

Mr E van der Zee noted that Bishop Burton College had been referred to, under the Environment and Economy Scrutiny Committee section of Minute No. 47 (Overview and Scrutiny Work Programmes), as Bishop *Boston* College and asked that this also be amended.

RESOLVED

That the minutes of the previous meeting held on 26 October 2017, with the amendments noted above, be agreed as a correct record and signed by the Chairman.

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

The Chairman announced that he had attended the meeting of the Executive on 7 November 2017 and had reflected the views of the Board in relation to the ESPO Contract.

Members of the Board were urged to attend the Budget Workshops as this was an important area for councillors to consider. Two sessions had been arranged, the first on 4 December 2017 and the second on 6 December 2017.

There were no announcements by the Executive Support Councillor for Resources and Communications or Chief Officers.

54   CONSIDERATION OF CALL-INS

No Call-Ins had been received.

55   CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

No Councillor Calls for Action had been received.

56   2017/18 COUNCIL BUSINESS PLAN QUARTER 2

Consideration was given to a report by Jasmine Sodhi (Performance and Equalities Manager) which invited the Board to consider the 2017/18 Council Business Plan performance data for Quarter 2 which would be presented to the Executive at its meeting on 5 December 2017.

The report highlighted the following areas which provided an update from the Chairman of each scrutiny committee on elements thought to be of relevance to the Board:-

- Plans to amend targets and measures no longer appropriate, i.e. flood risk management; carers receiving direct payments; carers supported to delay the care and support for the person cared for; and Household Waste Recycling;
- All measures detailed which did not achieve the target in Quarter 2 also did not achieve the target at Quarter 1 with the exception of '16-17 year old Looked After Children participating in Learning' (where performance was expected to improve) and 'Health and Social Care staff trained in making Every Contact Count (MECC)' (where the annual target was expected to be achieved);
- Measures outside of the direct responsibility of the County Council, e.g. reduction in drug and alcohol misuse, alcohol fuelled violence and anti-social behaviour, domestic abuse, reoffending and the partnership working taking place to improve the outcome; and
- Alternative local measures in place of or in addition to measures where there was a considerable lag in reporting, e.g. Lincolnshire CO_2 reductions, permanent exclusions and timeframes for reporting.

The Board noted that:-

- 9 of the 14 Commissioning Strategies reported in Quarter 2 performed well and achieved target. These included:-
    - o   Adult Frailty, Long Term Conditions and Physical Disability;
    - o   Children are safe and healthy;
    - o   Community resilience and assets;
    - o   How we effectively target our resources (combination of three commissioning strategies);
    - o   Safeguarding adults;
    - o   Specialist adult services; and
    - o   Sustaining and growing business and economy;

- 5 of the 14 Commissioning Strategies reported in Quarter 2 had mixed performance and some measured were not achieved. These included:-
  - Carers;
  - Protecting the public;
  - Protecting and sustaining the environment;
  - Readiness for Adult Life; and
  - Wellbeing.

It was also noted that Appendix 1A provided a summary of the measures which did not achieve the target in Q2 and that all of the measures detailed had not achieved the target in Q1 and Q2 with the exception of '16-17 year old Looked After Children participating in learning' (where performance was expected to improve) and 'Health and Social Care staff trained in Making Every Contact Count (MECC)' (where the annual target was expected to be achieved).

The Board was content with the suggested changes at Appendix 1B to improve the Infographics to demonstrate the cumulative measure in addition to the quarterly figures.

The Chairman explained that, as Chairman of the Overview and Scrutiny Management Board, he was required to provide a report to the Executive which reflected the discussions had in relation to this item.

During discussion, the following points were noted:-

Adult Care & Community Wellbeing

- The Health Scrutiny Officer was invited to join the meeting to provide feedback in relation to performance of 'Carers Services' following a discussion at the Adults and Community Wellbeing Scrutiny Committee on 29 November 2017. It was reported that the Adults and Community Wellbeing Scrutiny Committee had received a presentation from CarersFIRST and considered details of the service activity and case studies of carers. It was confirmed to the Board that the Adults and Community Wellbeing Scrutiny Committee was continuing to consider quarterly performance reports but was focusing on a 'theme' each quarter;
- It was anticipated that the measures within Adult Care were to be improved and changed in line with service delivery within the Council Business Plan and that the proposed measures would be available by 12 December 2017;
- Positive accounts had been received noting how well the direct payment system was working. This was agreed but it was also noted that feedback from some carers had also found the process difficult to follow;
- The Board understood the rationale for receiving themed performance reports at the Adults and Community Wellbeing Scrutiny Committee meetings but was concerned that the areas which were not meeting targets were not also being considered and that these areas would continue to underperform without the right level of scrutiny;

Protecting and Sustaining the Environment

- The concerns of the Environment Agency, as noted in bullet one on page 25 were confirmed as the types of materials recycling centres would accept. There had been a number of incidents at various recycling sites which had resulted in the Environment Agency looking at what could be stored which was limiting these locations. Although this was having an impact on recycling rates, the issues were being dealt with;

- It was agreed to ask the Executive to give further consideration to household waste recycling centres and the expected decrease in the percentage of household waste recycled in Quarter 3 and Quarter 4. Although it was explained that this was due to a reduction in composting as a result of weather changes and growing conditions over the winter period, the Board suggested that the Executive seek assurance from the Lincolnshire Waste Partnership that this was being addressed within the Joint Municipal Waste Strategy;

Readiness for Adult Life

- The report noted that performance for '16-17 year old Looked After Children participating in learning' was below target and represented two young people It was reported that both of these children had now been placed and the target met;

- The second measure was not included within the report and it was agreed to circulate information on this to the Board following the meeting;

Wellbeing

- 'Chlamydia Diagnosis' Service Credits had been implemented in June 2017 due to the continuing non-achievement of the chlamydia target. The Board was advised that the national requirement for reporting chlamydia diagnoses was in 15-24 year olds only. The Board was concerned that there were no figures recorded for older generations contracting chlamydia and asked for a breakdown of those over 24 years old;

- The Board also asked for clarity on the figures as it was suggested it was difficult to understand what was actually being reported;

Successful Completion of Alcohol Treatment

- It was confirmed that this performance area would now be part of the remit of the Adults & Community Wellbeing Scrutiny Committee as part of its public health responsibilities. It was reported that a Director of Public Health had been appointed and would take up post in January/February 2018. It was suggested that he be made aware of this work stream in order to ensure that the verified data had improved;

The Board asked that the Executive consider whether the rationale for targeting performance in certain areas should only be based on national indicators. An example being that the national requirement for 'Chlamydia Diagnosis Service Credits' related only to the 15-24 year old age range which meant that no account was taken of incidence amongst over 24 year olds. The Board considered that there

would be advantages where data was available in reporting on local indicators of concern which were not necessarily a national priority.

It was also suggested that in order to provide a 'real' picture that actual figures in addition to percentages be included in all future performance report.

The Chairman confirmed the following points which the Board would like the Executive to have to enable its consideration of this report:-

1. The Board was content with the suggested changes at Appendix 1B to improve the Infographics to demonstrate the cumulative measure in addition to the quarterly figures;
2. To give further consideration to recycling and to seek assurance from the Lincolnshire Waste Partnership that decrease in performance was being addressed within the Joint Municipal Waste Strategy;
3. The Board asked that the Executive consider whether the rationale for targeting performance in certain areas should only be based on national indicators; and
4. The Board had requested that actual figures, in addition to percentage figures, be included in all future performance reports.

RESOLVED

That the report, with the comments listed above presented to the Executive at its meeting on 5 December 2017, be noted.

57   PROPERTY SERVICE CONTRACT UPDATE

Consideration was given to a report by the Executive Director of Finance and Public Protection which provided an update on the performance of the Property Services Contract with VINCI Facilities Partnership Limited (VFPL) at the end of the second year of the contract.

Kevin Kendall (County Property Officer) and Brian Goodwin (Contract Manager) introduced the report and gave assurance that Corporate Property continued to deliver and identify further opportunities for efficiencies and savings. A presentation was also given on Year 2 Performance which highlighted the following areas:-

- Key Performance Data;
- Property Services VMOST 2016/17;
- Health and Safety Report;
- Pain/Gain;
- Low Service Damages;
- Enhanced Governance;
- External Audit;
- Peer Review;
- Continuous Improvement Projects;
- Staff Engagement, Awards and Recognition;
- Key Performance Indicators; and

- Performance Dashboard.

The Service Manager's Assessment of the Contract Performance following the first year of the contract identified a number of areas for improvement which had resulted in an ambitious improvement programme and included three targeted improvement projects with a clear set of 27 tactics for a 12-18 month business plan.

Corporate Property governance had also evolved over time to ensure that the content, frequency and decision-making authority of all meetings supported the risk management requirement. The buyout of contracts by VINCI Facilities earlier in 2017 had not caused any disruption to service delivery and had resulted in stronger subcontractor supplier management.

A second peer review provided outcomes which focussed on setting the priorities for Corporate Property over the next 18 months. The assessment had also indicated that the contract overall had performed strongly and would continue to do so.

During discussion, the following points were noted:-

- It was reported that £6.4m of the total Council budget was spent on the Property Services Contract minus £176k total gain in year 2;
- The VMOST had been completed for the next 18 months and the focus was on integration. VINCI continued to employ Kier as the main sub-contractor and work continued to ensure better partnership working;
- The refurbishment of Lancaster House had been challenging at times but had been a positive experience in terms of delivery and staff feedback;
- Prioritisation of property issues in the county's children's homes was explained to the Board. There was a triage process in place which prioritised jobs and, although there was nothing specifically written in the contract to give children's homes priority, staff manning the manual on-desk system gave high priority to these homes;
- One member of the Committee asked if the number of leases given in perpetuity by the Council be reported; and
- Although Property Services utilised the Agresso system, the Board were assured that the two systems were working together well.

RESOLVED

That the report be noted.

58   SCRUTINY COMMITTEE WORK PROGRAMMES

The Board considered the work programmes of two Scrutiny Committees and the following points were noted:-

Adults and Community Wellbeing Scrutiny Committee

The Health Scrutiny Officer introduced the Work Programme of the Adults and Community Wellbeing Scrutiny Committee and confirmed earlier discussions that the

Committee had agreed to consider the performance reports in a themed manner. For Quarter 1 the Committee had considered Hospital Discharge and Reablement Services, for Quarter 2 the Committee had considered Carers Services and for Quarter 3 it was expected to focus on Assessments and Review of Assessments.

During discussion, the following points were noted:-

- It was requested that the areas within Adult Social Care which were not meeting performance targets be discussed at a future meeting;
- A suggestion was made to give consideration to the transition between childhood and adulthood following concerns raised by carers about what would happen to the individuals when they transferred over to other services. It was agreed that this was a subject which should be referred to both the Adults and Community Wellbeing Scrutiny Committee and the Children and Young People Scrutiny Committee for joint consideration; and
- One Member explained that a case had recently been dealt with where a care provider had not been correctly registering hours which had resulted in the individual being charged for care incorrectly. Although this particular issue had been resolved, there was concern that this may be happening more widely. The Health Scrutiny Officer confirmed that this had not been reported to the Committee previously but that this would be raised with the Chairman of the Adults and Community Wellbeing Scrutiny Committee.

Health Scrutiny Committee for Lincolnshire

Councillor C S Macey, Chairman of the Health Scrutiny Committee for Lincolnshire, updated the Board on the work of the Committee, which met monthly. Councillor Macey provided the following update to the Board:-

Lincoln Walk-In Centre

The Lincolnshire West CCG Governing Body had met on 29 November 2017 where a decision was made to:-

- Continue to support the rollout of alternative provisions – Out of Hours GP access, NHS111 and CAS, community hubs, increased primary capacity across Lincs West CCG, use of local pharmacy walk-in facilities and local surgery walk-in services;
- Adjust opening hours of the Walk-In Centre as demand and staffing dictate;
- Further reduce demand on the Walk-In Centre through continuation of full communication and engagement plan;
- Support the continued implementation of transitional plan to enable Walk-In Centre service to close at the end of the winter period.

The Health Scrutiny Committee was also due to consider the progress of Lincolnshire West CCG in relation to alternative provision to the Walk-In Centre at its meetings in December and February.

Grantham A&E – Overnight Closure

A decision on the overnight opening hours at Grantham A&E was expected at the United Lincolnshire Hospitals Trust Board of Directors on 15 December 2017. Should a particular issue require scrutiny following that decision, this would be scheduled for the January meeting of the Health Scrutiny Committee for Lincolnshire.

Non-Emergency patient Transport Service

On 13 December 2017 the Committee would consider an item from Thames Ambulance Service which operated the non-emergency patient transport service in Lincolnshire. Several issues had been raised about this service and the Committee would be seeking assurance that there were plans in place for the service to improve.

During discussion, the following points were noted:-

- The shortage of GPs and the inability to appoint locums due to the high insurance costs involved for individual GPs was noted as a concern. It was confirmed that the Health Scrutiny Committee for Lincolnshire would be asking for evidence from the NHS in relation to this issue. It was also acknowledged that recruitment was difficult and reported that CCGs had also tried to reduce the amount of paperwork GPs must complete in order to free up approx. five appointments per day;
- The Walk-In Centre was also triaging patients and referring to more appropriate services;
- Although it was reported that United Lincolnshire Hospitals NHS Trust (ULHT) Board Members believed there was a workable plan to improve services, it was noted that ULHT was in double special measures and therefore NHS Improvement appeared to be driving the changes. It was suggested that there may be a lack of accountability as a result;
- A decision on the future of the Congenital Heart Services at Glenfield Hospital was imminent and the Chairman of the Health Scrutiny Committee for Lincolnshire would circulate the decision once received.

RESOLVED

That the work programmes be noted and the recommendations made be taken forward by the relevant Committee as noted below:-

- Transition – Adults & Community Wellbeing Scrutiny Committee and Children & Young People Scrutiny Committee; and
- Performance (a themed approach and to also consider areas for improvement) – Adults & Community Wellbeing Scrutiny Committee.

59   SCRUTINY PANELS - APPROVAL OF TERMS OF REFERENCE OF SCRUTINY REVIEWS

Consideration was given to a report by the Director responsible for Democratic Services which invited the Board to endorse the terms of reference and completion dates of the two scrutiny reviews currently underway:-

- Scrutiny Panel A – Future IT Provision to Support Council Working Practices; and
- Scrutiny Panel B – Impact of the Part Night Street Lighting Policy.

The membership of each scrutiny panel had been confirmed and discussions with the respective Chairmen and key participants had taken place in order to provide detail on the direction of each review. Initial meetings of each panel had also taken place.

Scrutiny Panel A (Future IT Provision to Support Council Working Practices)

The Health Scrutiny Officer advised that the second meeting of Scrutiny Panel A had been arranged for 13 December 2017. The Terms of Reference had been based on the detailed scoping document considered by the Panel at the first meeting. Assurance was given that the Panel would not be involved in the activity of any other committee in relation to contracts with suppliers.

The Chairman of Scrutiny Panel A, Councillor Mrs J Brockway, confirmed that this review was a much larger topic than initially anticipated. She asked that her thanks to the Health Scrutiny Officer for the work undertaken to-date be noted.

The main issue raised by the Panel to-date was that the Council did not currently have an IT Strategy. The Executive Director of Environment and Economy explained that there was not an IT Strategy but that this was in development. It was also acknowledged that more money was required in this area to ensure service delivery was as efficient as possible.

During discussion, the following points were noted:-

- It was agreed that the review was not only about cost effectiveness but also timeliness, safety and service provision to enable frontline staff to deliver services safely;
- It was suggested that Apps were essential in order to engage young people who tended to use phone apps rather than the internet and websites. It was acknowledged, however, that this would require a large programme of upskilling and investment to enable app development.

Scrutiny Panel B (Impact of the Part Night Street Lighting Policy)

The Scrutiny Officer advised that two meetings of this panel had been held and a third arranged for 6 December 2017.

The Chairman of the Panel, Councillor Mrs A M Newton, reported that the police had commissioned a report on street lighting which suggested that the part-night lighting across the county had not affected crime. The Assistant Chief Constable had been invited to attend the next meeting to address the Panel with the report findings.

The Board was advised that the views of residents had been requested via an online survey, within the press, on the Council's website and within County News. It was reported that, to-date, 2400 responses had been received.

RESOLVED

1. That the terms of reference and completion date of the review of *Future IT Provision to Support Council Working Practices* (Scrutiny Panel A) be endorsed; and
2. That the terms of reference and completion date of the review of the *Impact of the Part Night Street Lighting Policy* (Scrutiny Panel B) be endorsed.

60 FUTURE SCRUTINY REVIEWS

The Chairman referred the Board to an email sent by the Head of Democratic Services and Statutory Scrutiny Officer which invited all Members of the Council to suggest topics worthy of consideration for future review by the Council's two scrutiny panels.

The intention was for the Board to consider the topics against the scrutiny review toolkit and for a list of review topics to be compiled so that the panels were in a position to begin the next review soon after the completion of their current work on street lighting and IT.

It was asked that any request for a review be supported by a rationale of no more than one side of A4. Members had also been supplied with a form which was intended to assist with the types of questions asked in the toolkit.

Confirmation was given that the deadline for the submission of this round of scrutiny review topics was 5.00pm on Monday 11 December 2017. This would allow time for any suitable suggestions to be included in the agenda pack for the Board on 21 December 2017.

Members were urged to submit suggestions for future reviews.

RESOLVED

That the update be noted.

61 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

The Board was provided with an opportunity to consider its own work programme.

In order to avoid a clash of dates with the budget meeting of Council in February, it was suggested, and agreed, that the meeting scheduled for 22 February 2018 be moved to 1 March 2017.

RESOLVED

That the Overview and Scrutiny Management Board work programme, including the amendment noted above, be agreed.

62   <u>INFORMATION ITEM</u>

62a   <u>Treasury Management Update 2017/18 - Quarter 2 Update Report to 30
        September 2017</u>

The Board received an information report by the Executive Director of Finance and
Public Protection which provided information on Treasury Management Performance,
for Quarter 2, and compared this activity to the Treasury Management Strategy for
2017/18. The report also detailed issues which arose in treasury management during
the Quarter 2 period.

The Board indicated that they had considered the content of the report and had no
issues to raise.

RESOLVED

      That the report for information be noted.

The meeting closed at 12.12 pm

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Policy and Scrutiny

Open Report on behalf of Sophie Reeve, Chief Commercial Officer	
Report to:	**Overview and Scrutiny Management Board**
Date:	**21 December 2017**
Subject:	**Performance of the Corporate Support Services Contract**

Summary:

This report provides an update of Serco's performance against contractual Key Performance Indicators specified in the Corporate Support Services Contract between September 2017 and October 2017.

The report also provides an update on the progress made on key transformation projects being undertaken by Serco.

Actions Required:

The Board is asked to seek reassurance about the performance of the Corporate Support Services Contract and provide feedback and challenge as required.

1. Abbreviations

CSS	Corporate Support Services	**PM**	People Management
KPI	Key Performance Indicator	**F**	Finance (Exchequer)
TSL	Target Service Level	**ACF**	Adult Care Finance
MSL	Minimum Service Level	**CSC**	Customer Services Centre
IMT	Information Management and Technology	**RAG**	Red / Amber / Green
LRSP	Lincolnshire Road Safety Partnership		

2. Background

The purpose of this report is to provide an update on Serco's performance against the contract KPIs between September 2017 and October 2017 (months 30 to 31 since the services commencement date of 1 April 2015).

Additionally, the report provides an overview of the strategic transformation projects being delivered by Serco.

The report enables the Overview and Scrutiny Management Board to fulfil its role in scrutinising performance of one of the Council's key contracts.

3. Performance

Appendix A to this report provides the detailed Key Performance Indicator (KPI) results for the six months of service delivery from May 2017 to October 2017 broken down by service area.

At the time of writing this report, the KPI results for November 2017 are still to be agreed, which will be by 21 December 2017.

An addendum report detailing November's KPI results should be available shortly before the OSMB committee meeting takes place.

Table 1 below provides summary Red/ Amber/ Green (RAG) status of the KPIs used to measure all of the service areas for the period May 2017 to October 2017.

Red status indicates that Serco's performance against the KPI has failed to meet the Minimum Service Level (MSL). Amber indicates a failure to meet the Target Service Level (TSL) but has achieved MSL. Green indicates that Serco's performance as measured against the KPI has either met or exceeded the TSL as set out under the Corporate Support Services Contract.

Table 1b shows the total number of abatement points the Serco CSS Contract attracted in each month since contract start. A total of 1000 points is distributed amongst the KPIs, with each KPI generally attracting between 10-50 points. For each KPI a multiplier is applied to any consecutive months where targets are not achieved. For two consecutive months the multiplier is 1.50 and for three or more months, it is 2.00.

Table 1: Overall KPI Summary Performance

Overall (All Services) Contract Performance	Number of KPIs					
	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Target Service Level (TSL) achieved	31	32	34	34	36	38
Minimum Service Level (MSL) achieved	3	4	4	3 ❶	2	2
Below Minimum Service Level (MSL)	4	2	1	3 ❶	2	0
Mitigation Agreed	3	3	2	1	1	1
TOTAL	41	41	41	41	41	41

❶ *The KPI scores for IMT_KPI_01, 02, 05, and 07 remain in escalation following the network outage in August 2017.*

Table 1b: Total monthly abatement points since contract start to October 2017
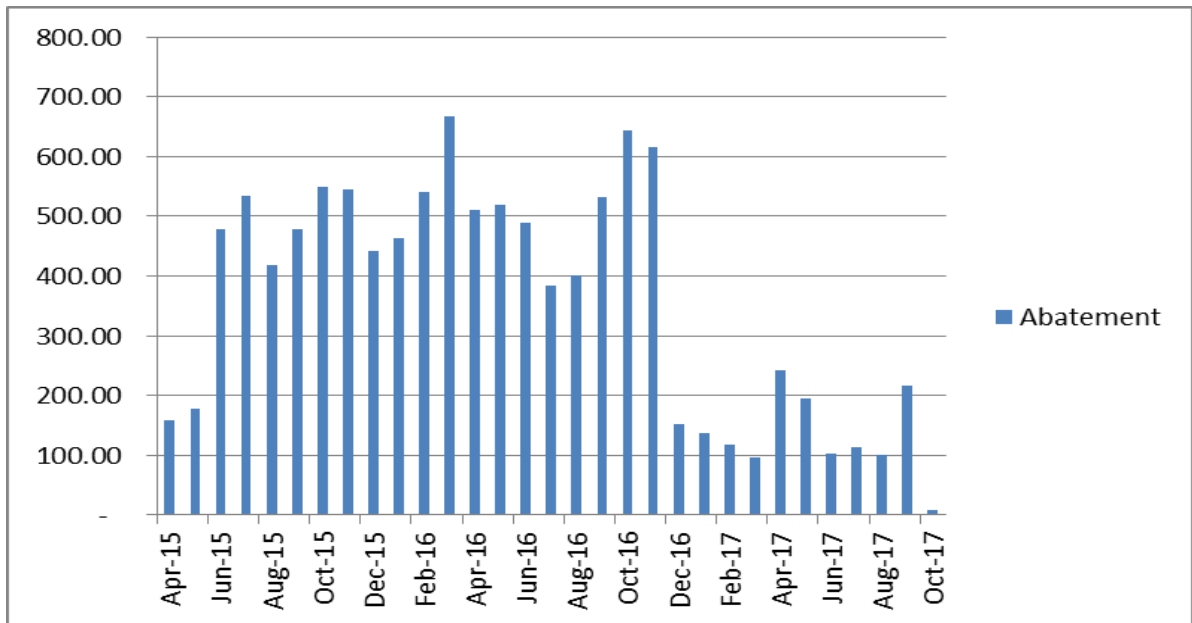
The points for August 2017 are subject to outcome of escalation of IMT_KPI_01, 02, 05, and 07.

The points for September are subject to outcome of escalation of IMT_KPI_05.

Failed KPIs

Table 8 (in section 9) of this report sets out the two KPIs which failed to meet the MSL (Red status) in September 2017 and the effect this failure has on the Council, together with an estimated time to resolve.

Mitigation

Additionally table 9 (in section 10) sets out the background and rationale for the Council granting mitigation for one KPI during September and October 2017. Blue indicates mitigation; where a dependency outside Serco's control (e.g. implementation of Mosaic) prevents agreed targets from being fully met. Granting mitigation relieves Serco from the application of Service Credits (deductions).

4. People Management (PM)

Table 2 below shows the summary KPI performance for the People Management (PM) service.

Table 2: PM KPI Summary Performance

People Management (PM) Performance	Number of KPIs					
	May-17	**Jun-17**	**Jul-17**	**Aug-17**	**Sep-17**	**Oct-17**
Target Service Level (TSL) achieved	9	9	8	9	9	9
Minimum Service Level (MSL) achieved	0	0	1	0	0	0
Below Minimum Service Level (MSL)	0	0	0	0	0	0
Mitigation Agreed	0	0	0	0	0	0
TOTAL	9	9	9	9	9	9

Strong performance continues in PM, with no KPI failures during September and October.

Payroll

Appendix C to this report shows the payroll contacts received by Serco for the twelve months between November 2016 and October 2017. All contacts received by Serco before April 2017 have been resolved.

Table 3 below shows payroll contacts received by Serco over the last six months (May 2017 – October 2017).

Please note that the resolution rate and the number of resolved/ outstanding contacts stated within the table and appendix represents a snapshot of the position as at 27 November 2017. Serco continuously work to resolve the outstanding payroll contacts and it is to be expected that more recent contacts have a lower resolution rate as Serco have had less time to resolve them when compared to older contacts.

Table 3: Payroll contacts received by Serco over the last six months (Figures correct as at 27 November 2017)

Payroll Contacts Received by Serco	May 2017	June 2017	July 2017	Aug 2017	Sept 2017	Oct 2017
Corporate Contacts (of which Resolved / Outstanding)	135 (134/1)	125 (124/1)	119 (117/2)	95 (86/9)	117 (94/23)	136 (87/49)
School Contacts (of which Resolved / Outstanding)	79 (78/1)	74 (72/2)	53 (51/2)	43 (36/7)	92 (37/55)	108 (48/60)
Total Contacts (of which Resolved / Outstanding)	214 (212/2)	199 (196/3)	172 (168/4)	138 (122/16)	209 (131/78)	244 (135/109)
Overall Resolution Rate (Corporate + Schools) (Correct as of 27/11/2017)	99.07%	98.49%	97.67%	88.41%	62.68%	55.33%

The number of Payroll Contacts has increased over the past two months due to normal seasonal trends (back to school) and this year the assimilation of 211 NHS staff on 1 October. Overall resolution rates remain strong with relatively few calls remaining outstanding for more than two months.

5. Information Management Technology (IMT)

Table 4 below shows the summary KPI performance for the Information Management Technology (IMT) service.

Table 4: IMT KPI Summary Performance

Information Management and Technology (IMT) Performance	Number of KPIs					
	May-17	**Jun-17**	**Jul-17**	**Aug-17**	**Sep-17**	**Oct-17**
Target Service Level (TSL) achieved	10	10	9	7	9	10
Minimum Service Level (MSL) achieved	2	2	3	3ⓘ	2	2
Below Minimum Service Level (MSL)	0	0	0	2ⓘ	1	0
Mitigation Agreed	0	0	0	0	0	0
TOTAL	12	12	12	12	12	12

ⓘ *The August KPI scores for IMT_KPI_01, 02, 05, and 07 remain in escalation following the network outage in August 2017.*

Since the significant P1 (highest priority) event in Orchard House resulting in multiple system failures affecting the entire Council during August, the two KPI failures IMT_KPI_01 and 07, and two below TSL IMT_KPI_02 and 05, remain in escalation. The root cause of the issues that led up to this event is still being examined. The issue is also behind an additional escalation of IMT_KPI_05 in September, however this will not change its current amber status. IMT_KPI_02 in October is also in dispute, the outcome of which will not change its green status.

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6. Customer Service Centre (CSC)

Table 5 below shows the summary KPI performance for the Customer Service Centre (CSC).

Table 5: CSC KPI Summary Performance

Customer Service Centre (CSC) Performance	Number of KPIs					
	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Target Service Level (TSL) achieved	4	5	7	7	7	8
Minimum Service Level (MSL) achieved	0	1	0	0	0	0
Below Minimum Service Level (MSL)	4	1	1	1	1	0
Mitigation Agreed	0	1	0	0	0	0
TOTAL	8	8	8	8	8	8

Performance against the CSC KPIs in September and October has stabilised and in October resulted in achievement of all eight KPIs for the first time since January 2016.

Serco's Customer Service Manager presented a report to OSMB in September addressing queries raised by the Board on 27 July 2017. In addition to answering specific questions, broadly covering the scope of services delivered and highlighting service trends, the report discussed abandoned call performance alongside planned activities and a structural change designed to support improvements.

The CSC restructuring was completed in early October and key changes included the creation of a Duty Manager role to manage 'real time' events as they unfold, as well as increasing the Team Leader headcount and changing the scope of that role in order to focus on more effectively supporting Customer Service Advisors. An initial review of the restructuring is due to take place at the end of the calendar year however, early indications are very positive. In October the CSC exceeded all Target Service Levels and the result is the single best performing month since contract commencement, with the abandoned rate also being achieved for the first time since May 2016.

7. Adult Care Finance (ACF)

Table 6 below shows the summary KPI performance for the Adult Care Finance (ACF) service.

Table 6: ACF KPI Summary Performance

Adult Care Finance (ACF) Performance	Number of KPIs					
	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Target Service Level (TSL) achieved	6	6	7	8	8	8
Minimum Service Level (MSL) achieved	0	0	0	0	0	0
Below Minimum Service Level (MSL)	0	1	0	0	0	0
Mitigation Agreed	3	2	2	1	1	1
TOTAL	9	9	9	9	9	9

There have been no KPI failures within the ACF service area since June and the Council has granted mitigation from August against only one KPI related to Mosaic, please refer to table 9 for more detail.

Although KPIs for the service are largely on track, some service users have experienced long delays in the completion of their financial assessment. To rectify this, the Council and Serco have agreed a series of actions which aim to improve the performance of the financial assessment function in this service.

8. Financial Administration

Table 7 below shows the summary KPI performance for the Finance Service.

Table 7: Finance KPI Summary Performance

Finance (F) Performance	Number of KPIs					
	May-17	**Jun-17**	**Jul-17**	**Aug-17**	**Sep-17**	**Oct-17**
Target Service Level (TSL) achieved	2	2	3	3	3	3
Minimum Service Level (MSL) achieved	1	1	0	0	0	0
Below Minimum Service Level (MSL)	0	0	0	0	0	0
Mitigation Agreed	0	0	0	0	0	0
TOTAL	3	3	3	3	3	3

Strong performance continues, with Serco having now achieved the TSL since July.

Serco significantly improved their performance on making payments to suppliers within vendor terms, achieving target levels a number of months ago and have since continued to maintain this level of performance.

9. KPI Performance failure - Effect on LCC Services

The table below tabulates the effect on the Council service provision for the KPIs where MSL was not achieved.

Table 8: Effect on LCC Services where performance measured against a KPI has failed to meet MSL, September - October 2017

KPI Ref No	Short Description	Effect of performance failure on LCC	Estimated date for resolution
CSC_KPI_04 (Sept only)	% of total Calls that are Abandoned Calls	A high volume of abandoned calls would generally be accompanied by longer than usual wait times and may lead to a negative impression of the Council on those callers who have to wait, or who hang up instead of queuing. Additionally there is a risk that this will delay or prevent a customer accessing a service that they require.	Performance Improvement Plans have been initiated and the subsequent improvement in October was anticipated.
IMT_KPI_05 (Sept only)	Number of Priority 1 Incidents reported to Service Desk	A high volume of P1 incidents is indicative of network performance issues which may impact on staff ability to provide, or customer ability to access, Council services.	This KPI is currently in escalation.

10. KPIs granted Mitigation Relief

The table below details the background/ reasoning for the grant of mitigation relief against KPIs. The effect of mitigation is to relieve Serco of Abatement Points, and

thus Service Credits that would otherwise have been due. Abatement Points and Service Credits were applied as per normal contract arrangements to all other KPIs.

Table 9: Details of KPI Mitigation Relief, September - October 2017

KPI Ref No	Short Description	Reason for the granting of Mitigation Relief
ACF_KPI_03	% of new, and change of circumstance, financial assessments for non-res care completed within 15 Business Days of referral from the Council	**Mosaic Implementation -** Mosaic was implemented on 12 December 2016 across adult care, children's services and Serco. There remain a number of process issues which impact on the effective delivery of this function. These are being resolved through regular meetings of Mosaic Implementation team, Serco and adult care staff.

11. KPI Performance Overview

KPI performance across most service areas has been very good with MSL failures continuing to fall. A current escalation over four KPIs in IMT for August 2017 remains the key outstanding issue to resolve.

12. Serco IT Projects

At the October OSMB, it was agreed that a future action for officers would be to support the Board in a review of IT projects to include;

- the number of projects carried out to date;
- the number of projects likely to be delivered over the course of the next nine months;
- the extent of any delay in delivery;
- the impact on the Council and residents of Lincolnshire arising from that delay.

The response to this is outlined in the report at appendix D, below.

13. Conclusion

KPI performance overall has shown continued improvement over the past two months, culminating in October's result which achieved no red status KPIs for the first time since contract start.

14. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

15. Appendices

These are listed below and attached at the back of the report	
Appendix A	CSS Contract Performance Tables by Service Area
Appendix B	Projects in progress with Serco
Appendix C	Payroll Contacts Received by Serco (Nov 2016 – Oct 2017)
Appendix D	IT Projects report for OSMB

16. 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 Arnd Hobohm and Sophie Reeve who can be contacted on 01522 55 2563 or 01522 55 2578 respectively. Alternatively, they can be contacted via email at Arnd.Hobohm@lincolnshire.gov.uk or Sophie.Reeve@lincolnshire.gov.uk.

Appendix A – CSS Contract Performance Tables by Service Area (rolling six month period)

The tables below provide the detailed performance results for each KPI by Service Area as follows:

- Part 1 - People Management (PM) Service
- Part 2 - Information, Management &Technology (IMT) Service
- Part 3 - Customer Service Centre (CSC) Service
- Part 4 - Adult Care Finance (ACF) Service
- Part 5 - Finance Service

Notes:

1. Data not available (with red status) – Where Serco provide insufficient or inaccurate performance data to establish that the required service levels have been met those KPIs affected are allocated a red status i.e. MSL has not been achieved. These KPIs are recorded as "data not available" in the tables below and in these instances, the KPI attracts the full amount of abatement points and thus the maximum service credit is applied to the Monthly Payment to Serco.

2. Not measured/ Mitigation Agreed (with blue status) – The blue colour indicates mitigation, or a "glide" period; this means that because of a dependency outside of Serco's control e.g. implementation of Mosaic; it is not appropriate to expect the agreed targets to be fully met. In some instances, performance was still recorded but abatement points were not applied. Abatement points effect the level of service credits applied to the Monthly Payment to Serco.

Part 1 - People Management (PM) Service

PM KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
PM_KPI_01	% of Payroll Recipients paid on the Payment Date per month	99.9	99.0	99.98	99.97	99.95	99.98	99.90	99.93
PM_KPI_02	% of errors in Payments (caused by Service Provider) identified and resolved per month	100	99	100.00	100.00	100.00	100.00	100.00	100.00
PM_KPI_03	% of Payment Deductions paid within Third Party Payment Date per month	100	100	100.00	100.00	100.00	100.00	100.00	100.00
PM_KPI_04				KPI REFERENCE NOT IN USE					
PM_KPI_05	People Management First Contact Resolution Rate of Tier 1 Contacts in each month	85	80	99.32	99.51	100.00	99.72	99.46	99.22
PM_KPI_06	Number of People Mgt. Records assessed in Spot Checks to contain errors, omissions or inaccuracies	1	3	1.00	0.00	0.00	0.00	0.00	0.00
PM_KPI_07	% of recruitments via electronic vacancy form taking 40 Business Days or less from Authorisation to Appointment to Post	99	96	100.00	100.00	98.89	100.00	100.00	100.00
PM_KPI_08	% of managers rating their experience of contact as "Good" or better per month	95	90	100.00	100.00	100.00	100.00	100.00	100.00
PM_KPI_09				KPI REFERENCE NOT IN USE					
PM_KPI_10				KPI REFERENCE NOT IN USE					
PM_KPI_11	% of People Management transaction activity completed within the relevant required timescale / target service level as detailed in the 'PM_KPI_11 Service Level Agreement'.	92	85	100.00	100.00	100.00	100.00	100.00	100.00
PM_KPI_12	% of users in any month who score the PM My Helpdesk as 'good' or 'very good' in response to the way a People Management My Helpdesk has been managed on a range of measures	80	75	85.00	88.89	85.15	82.73	87.10	97.89

Part 2 - Information, Management &Technology (IMT) Service

IMT KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
IMT_KPI_01	% Users are able to raise Incidents and make Service Requests (Service Availability?) during Service Desk Hours	99.8	99.3	99.96	100.00	99.92	97.50 ⓘ	99.82	100.00
IMT_KPI_02	Priority 1 Incidents not Resolved within Resolution Time	1	5	0.00	2.00	0.00	4.00 ⓘ	1.00	1.00 ⓘ
IMT_KPI_03	Priority 2 Incidents not Resolved within Resolution Time	3	5	0.00	1.00	0.00	0.00	2.00	3.00
IMT_KPI_04	Priority 1 VIP Incidents not Resolved within Resolution Time	1	5	2.00	2.00	2.00	0.00	6.00	2.00
IMT_KPI_05	Number of Priority 1 Incidents reported to Service Desk	1	5	1.00	1.00	2.00	5.00 ⓘ	4.00 ⓘ	0.00
IMT_KPI_06	Number of Priority 2 Incidents reported to Service Desk	3	5	1.00	2.00	2.00	0.00	5.00	3.00
IMT_KPI_07	% Availability of Platinum Applications & Specified Services	99.8	99.3	99.97	100.00	99.98	98.50 ⓘ	99.95	99.99
IMT_KPI_08				KPI REFERENCE NOT IN USE					
IMT_KPI_09	% Achievement of Service Request Fulfilment within Service Request Fulfilment Time	95	85	95.55	96.07	96.27	95.68	95.01	95.41
IMT_KPI_10	% of CMDB Changes applied within 14 Core Support Hours of the move or change	100	90	100.00	100.00	100.00	100.00	100.00	99.36
IMT_KPI_11	% of project milestones achieved each month	85	70	80.95	85.71	75.00	72.73	87.50	87.50
IMT_KPI_12	% of users who score the IT Service as "Good" or above for IT Incident handling	75	60	82.60	75.00	78.20	79.80	77.00	77.90
IMT_KPI_13	% of user activities within monitored applications that meet the required response timescales set out in the Performance Standards Measurement Plan for that user activity each month	95	85	97.24	97.52	98.11	98.26	100.00	95.31

ⓘThe KPI scores for IMT_KPI_01, 02, 05, and 07 remain in escalation following the network outage in August 2017. The KPI score for IMT_KPI_05 in September is in escalation as it is related to the August outage but will report amber whatever the outcome. The KPI score for IMT_KPI_02 in October is in dispute but will report green whatever the outcome.

Part 3
- Customer Service Centre (CSC)

CSC KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
CSC_KPI_01	% of all Contacts received through Digital Access Channels per month	20 ❷	17 ❷	22.69	25.45	23.24	21.25	24.08	26.05
CSC_KPI_02				KPI REFERENCE NOT IN USE					
CSC_KPI_03	% avoidable Contact Rate per month - consolidated…	10	15	Data Not Available	3.55	3.27	3.09	2.65	3.09
CSC_KPI_04	% of total Calls that are Abandoned Calls	7	10	17.53	14.05	13.72	12.01	13.29	4.25
CSC_KPI_05	% of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month	95	90	74.26	93.46	97.03	96.62	95.64	98.32
CSC_KPI_06	% First Contact Resolution Rate	85	80	Data Not Available	97.49	97.46	97.46	98.18	98.30
CSC_KPI_07	% of Customers rating their experience of contact as "Good" or better per month	90	85	95.90	95.43	96.48	95.81	96.89	97.71
CSC_KPI_08				KPI REFERENCE NOT IN USE					
CSC_KPI_09	% of carers assessments (reviews and new), as completed by the CSC, completed accurately and within 20 Business Days	98	95	98.11	Mitigation Agreed	100.00	100.00	98.36	100.00
CSC_KPI_10	% of LRSP Calls that are Abandoned Calls	25	30	18.74	14.61	13.55	21.19	20.46	3.48

❷ The TSL/ MSL for CSC_KPI_01 rises over time, details of this are set out below:

Target Service Level (TSL)	Year 1: ≥10% Year 2: ≥20% Year 3 (Apr 2017 – Sept 2017): ≥20% Year 3 (Oct 2017 – Mar 2018): ≥25% Year 4 (Apr 2018 – Sept 2018): ≥35% Year 4 (Oct 2018 – Mar 2019): >35% Year 5 (Apr 2019 – Sept 2019): ≥40% Year 5 (Oct 2019 – Mar 2020): ≥45%
Minimum Service Level (MSL)	Year 1: ≥7% Year 2: ≥17% Year 3 (Apr 2017 – Sept 2017): ≥17% Year 3 (Oct 2017 – Mar 2018): ≥20% Year 4 (Apr 2018 – Sept 2018): ≥25% Year 4 (Oct 2018 – Mar 2019): ≥30% Year 5 (Apr 2019 – Sept 2019): ≥37% Year 5 (Oct 2019 – Mar 2020): ≥42%

Part 4 - Adult Care Finance (ACF) Service

ACF KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
ACF_KPI_01	% of ACF First Contact Resolution Rate per month	85	75	97.52	98.05	98.79	98.03	99.49	99.20
ACF_KPI_02				KPI REFERENCE NOT IN USE					
ACF_KPI_03	% of new, and change of circumstance, financial assessments for non-res care completed within 15 Business Days of referral from the Council/	75 ❸	60 ❸	Mitigation Agreed	Mitigation Agreed	Mitigation Agreed	84.13	74.05 Mitigation Agreed	72.74 Mitigation Agreed
ACF_KPI_04	% of new, and change of circumstance, financial assessments for residential care completed within 15 Business Days of referral from the Council	75 ❸	60 ❸	Mitigation Agreed	77.96	75.02	49.92 Mitigation Agreed	76.04	81.96
ACF_KPI_05	% of Adult Care Service Users who receive their first Direct Payment within 10 Business Days of referral from the Council	95	80	100.00	99.20	100.00	99.39	98.90	98.60
ACF_KPI_06	% of Adult Care Income due which is more than 28 days old	5	10	2.03	2.29	2.89	2.33	2.50	1.65
ACF_KPI_07	% of cases where necessary paperwork to enable Council's legal services to secure charges are submitted within time	100	90	100.00	83.88	100.00	100.00	100.00	100.00
ACF_KPI_08	% of court protection and appointeeship cases that have been actioned correctly and commenced within 5 Business Days of referral	90	85	100.00	100.00	100.00	100.00	100.00	100.00
ACF_KPI_09	% of Adult Care Finance Users rating their experience of contact with the Council as "Good" or better per month	95	90	99.44	98.57	99.61	99.62	99.29	98.17
ACF_KPI_10	% of the total Adult Care Service Users in any month in receipt of a chargeable service who have an up to date and accurate financial assessment in place which is being used to collect their Adult Care Service User Contribution	95	90	Mitigation Agreed	100.00	100.00	100.00	100.00	100.00

❸ACF_KPI_03 and ACF_KPI_04 TSL and MSL are currently reduced targets due to ongoing implementation of Mosaic and specifically the finance module. Until the finance module is launched, Serco are required to use multiple systems to deliver the service which was not the basis on which they tendered. (Normal Contract target levels once Mosaic has gone fully live will be 90% TSL and 85% MSL)

Part 5 - Finance Service

Finance KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
F_KPI_01	% of Undisputed invoices paid in accordance with vendor terms	90 ❹	75 ❹	90.16	92.26	92.99	92.62	85.04	94.10
F_KPI_02	% of payment runs executed to agreed schedule (as agreed one Business Day in advance)	100	95	100.00	100.00	100.00	100.00	100.00	100.00
F_KPI_03	% of debt due to the Council (excluding Adult Care Financial Assessment Income not set-up as an exchequer reference and health authority debt) which is more than 30 days old.	5	10	2.02	1.00	1.72	2.36	2.01	0.70

❹ F_KPI_01 TSL and MSL reduced by 5% from July 2017 to 90% and 75% respectively. Previously TSL = 95% and MSL = 80%.

Appendix B - Projects in progress with Serco

The table below shows the outcomes being delivered for the Council; each outcome may require the delivery one more than one project. The individual projects (shown previously) are managed through the technical and project delivery boards. This view is intended to show the impact on the Council's services.

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
External customers / citizens of Lincolnshire	Online booking of driver training courses – reducing need to call the CSC.	23/01/2018	The Channel Shift project is progressing in line with the new plan and User Acceptance Testing for Registrars and Highways Fault reporting have commenced. Driver training (LRSP) UAT is scheduled to start week commencing 11/12/17

A Blue Badge alternative proposal is being prepared to enable ability to take payments on site |
| | Online fault reporting for Highways issues – improvements to current service.

Phase 2 - Enhancements– in progress | 16/12/16 – complete

Jan 2017 (date being agreed) | |
| | Online booking of appointments for Registrars services and online ordering of certificates.
(Note we are currently working with the service to bring these dates forward if possible) | 16/02/2018 | |
| | Online purchase of Highways licences. | Q2 2018 | |
| | Online application for Blue Badges
(LCC have confirmed they do not require this service, alternatives are being reviewed) | N/a | |
| | New website – improve ability to present and search for information | Q2 2018 | Project plan has now been baselined, following agreement of a new hosting solution. The new website platform has been handed over to LCC |

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
			to commence data cleansing The Website testing and data migration has been pushed back so we can focus resource on getting Driver Training, Registrars and Highways Fault reporting completed, as the same LCC resource is required for all projects.
	Replacement of Children's Services system Edica – used by parents for schools admissions	Q1 2018 (Schools Admissions module)	LCC have selected a preferred option from the 3rd party options paper and the project team are proceeding on that basis to provide a costed proposal for solution delivery and ongoing service costs. Project progressing through contract negotiations, this phase has seen some slippage against plan due to requirements to review new data protection regulations.
Financial and HR Services / internal efficiency and ease of use for staff	Process improvements in HR and Payroll:		
	Employee Lifecycle Redesign	Jan 2018	As part of an employee's journey from starting their careers with Lincolnshire County Council, this project in now in the design and test phase with 3 corporate e-forms. This will enhance and improve both the current processes and the user experience whilst also reducing the amount of failure demand relating to starters, movers, leavers, and other employee changes. The e-forms will be developed within the new Agresso Version with a release in January to co-inside

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
			with the Agresso Upgrade.
	Electronic Personnel Files	Q1 2018	All new employee files are now electronic. The project has been on hold due to resource re-assignment to the Pay statements Project. It was agreed at the People Management Portfolio board this will come off hold in October and the final element progressed (A solution design is currently in the final stages of development with the chosen scanning provider).
	Variable Payments and Deductions	In Closure	Project in closure
	Automatic integration of e-training with Agresso training record – better ability to monitor staff training	TBC	This project is on hold due to a dependency on HR Admin data remediation. Once this is complete the testing can commence on Lincs2Learn and Agresso integration.
Technology improvements			
	Provision of Windows tablets for mobile staff	Complete	Initial pilot for Mosaic field users confirmed at 47 (reduced from 200). Pilot commenced in September for a 6 week period. Following this pilot additional phases can be scoped.

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
	Delivery of network improvements	TBC	A Lincoln Campus Distribution project was commissioned and is commencing the 'implementation lab/proof of concept' build phase, which will build and test new appliances alongside LCC's current environment and create a migration path following successful configuration.

The Lancaster House project is providing Lincoln Campus Resilience within the Local Area Network and removes the current Single Point of Failure for Wide Area Network connection which current exists with the single Orchard House Network connectivity |
	Provision of replacement desktops for staff	Complete	The PC Refresh project is in its final weeks of deployment and is schedule to close 13th of October. It has seen Circa 600 devices being refreshed to Windows 10
	Upgrade of telephony – for security purposes	Q2 2018	The Vodafone proposal was accepted by LCC and an order placed end of June to enable the design phase to commence. Design is currently in progress.
	Preparation of Lancaster House for staff use	Complete	Infrastructure installed and building ready for occupation. Staff moves scheduled for

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
			completion 16th October.
	Support to provision of new printers/photocopiers/scanners – cost saving	TBC	MFD deployment in progress.
	Close down of SAP – securing historic data – removes risk	Q2 2018	A detailed analysis and review of legacy SAP data access and usage by operational users has been completed. PID to outline the remainder of the project has been developed and a new project manager has been assigned to drive the project to completion.
	Enterprise data warehouse – increasing ease and efficiency of reporting across Council data	N/A	Legacy Social Care release is Live (1st of the 5 planned project releases). Serco and LCC have reviewed the position of this project and have agreed to early closure. Serco will handover the project to the LCC EDW team.
	Data centre relocation – improving resilience in the event of system failure/disaster	Q1 2018	The Data Centre migration project has continued to progress well, however, has slipped (primarily due to business areas decisions regarding application requirements /upgrades). 12000 email accounts have been migrated to the new data centres and the File system migration is well underway.
	Identity management – including management of starters, movers and leavers – security and efficiency	Q2 2018	Project high level design approved and Low level Design with the council for approval to proceed

Service Area	Outcomes to be delivered	Expected date for delivery of outcome	Update
	improvements		into the solution build
	Improved system for reporting HR and IT issues – easier for staff to use and more efficient to manage COMPLETED – MyIT/MyMosaic	Q1 2018 (MyHR)	LCC gave approval to proceed with MyHR build following review of the technology stack and agreement that Serco will build the remaining MyHR enhancement with the same solution as the MyIT/MyMosaic components. This phase can now progress as it was on hold whilst the review was taking place.

Appendix C – Payroll Contacts Received by Serco (Nov 2016 – Oct 2017) (rolling twelve month period)

Notes:
1. The table below details the contacts made by corporate staff and schools staff separately and then provides a total of the two categories of contact.
2. Additionally the table provides detail of how many of the contacts received have been resolved and what number remains outstanding.
3. The final row of the table provides an overall resolution rate for contacts received for both schools and corporate staff.
4. The numbers in the table were correct as at **27 Nov 2017**. Serco continuously work to resolve the outstanding payroll contacts and it is a natural course of events that more recent contacts have a lower resolution rate, as Serco have had less time to resolve them, when compared to older contacts.
5. All Payroll Contacts received by Serco prior to April 2017 have been resolved.

Payroll Contacts Received by Serco	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	June 2017	July 2017	Aug 2017	Sept 2017	Oct 2017
Corporate Contacts (of which Resolved / Outstanding)	164 (164/0)	132 (132/0)	163 (162/0)	137 (137/0)	143 (142/0)	153 (153/0)	135 (134/1)	125 (124/1)	119 (117/2)	95 (86/9)	117 (94/23)	136 (87/49)
School Contacts (of which Resolved / Outstanding)	433 (432/0)	233 (233/0)	217 (217/0)	128 (127/0)	115 (115/0)	63 (62/1)	79 (78/1)	74 (72/2)	53 (51/2)	43 (36/7)	92 (37/55)	108 (48/60)
Total Contacts (of which Resolved / Outstanding)	597 (596/0)	365 (365/0)	380 (379/0)	265 (264/0)	258 (257/0)	216 (215/1)	214 (212/2)	199 (196/3)	172 (168/4)	138 (122/16)	209 (131/78)	244 (135/109)
Overall Resolution Rate (Corporate + Schools) (Correct as of 27/11/2017)	100%	100%	100%	100%	100%	99.94%	99.07%	98.49%	97.67%	88.41%	62.68%	55.33%

Serco IT Commissioned Projects

Introduction

This report has been prepared for OSMB by Serco IMT following a request at the Board meeting of 26 October 2017 to review IT projects, specifically:

- the number of projects carried out to date
- the number of projects likely to be delivered over the course of the next nine months
- the extent of any delay in delivery
- the impact on the council and residents of Lincolnshire arising form that delay

Report Contents

1 Definition of an IT Commissioned Project

2 The number of IT Projects carried out since 01/04/2015

3 Delivery Profile: Next 9 Months

4 The extent of any delay in delivery

5 The impact on the Council and residents of Lincolnshire arising from that delay

1. Definition of an IT Commissioned Project

IT Projects are defined as those projects that have been authorised via the IMT Retained Organisation.

For the scope of this report it also includes the IMT Transformation Projects. These are projects outlined within Schedule 3: IMT Transformation Plan.

Please note data for this report relates to project status up to the end of September 2017, to align with KPI Project reporting into LCC.

2. The number of IT Projects carried out since 01/04/2015:

Status	Description	Total 309
Active, of which:		99
1. Proposal Stage:	Qualification, Requirements Definition, Investigations, Options Appraisals, Scoping/Initiation & Solution Design	27
2. Awaiting LCC Approval	Approval of Statement of Works/Project Initiation Documents, Change Controls by the Project Sponsor to enable project to proceed	20
3. In Delivery:	Build, Test, Implement, Transition (Handover to Support), Warranty Periods	31
4. In Closure:	Closure Certificates, Final Invoicing Lessons Learnt	10
5. On Hold:	Project on hold – this can be at various stages of the delivery cycle	11
Closed:	All Projects delivered	154
Cancelled:	Project no longer required. Please note the above Project Status include the following Project Lifecycle Stages:	56
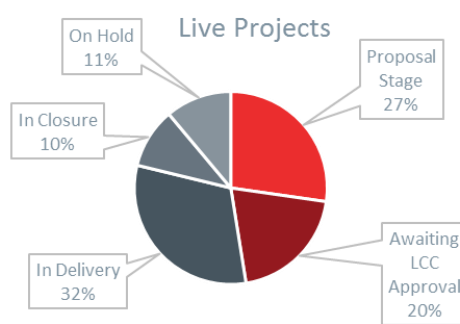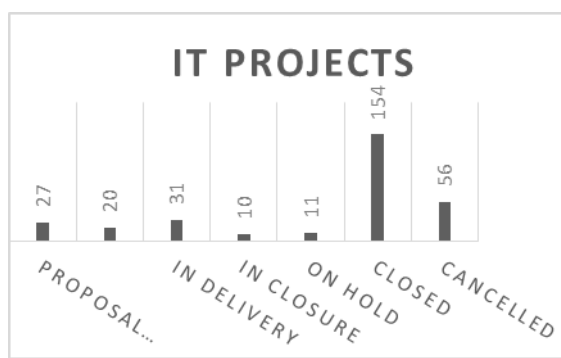
3. Delivery Profile: Next 9 Months

It is expected that all of the current live projects will be delivered over the course of the next nine months. As Serco does not have sight of LCC's planned pipeline they are unable to profile any new projects, however, it is expected that new projects continue to be commissioned and will be added to the IT Portfolio.

At present not all projects have baseline plans, typical reasons for this are:

- Project is at proposal stage and not yet designed and planned,
- Project is on hold
- Project is awaiting LCC approval (including change controls)

The current forecast for project completion is:

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	To Be Planned
Current Profile	8	12	11	7	0	3	4	3	0	51
Forecast Profile	8	11	12	10	14	11	13	9	0	11

N.B
- The forecast does not include the 11 'on hold' projects as it is not known when they will come 'off hold' or if they will be cancelled.
- The forecast is based on a number of assumptions and based on current experience of delivering the Portfolio.
- The forecast does not include any newly commissioned project (as no sight of potential pipeline)

4. The extent of any delay in delivery

Projects can be delayed for a number of reasons including factors outside of the control of the project. Four areas and themes that have had an impact on the overall delivery of the Portfolio are:

1. Project Initiation

Analysis of the Project Lifecycle shows delays in the proposal stage of projects as the key contributor to the perception of slow project delivery. Common causes of delays in this stage of the lifecycle are:

- Lack of strategy to aid decision making and drive outcomes,
- Requirements often not clearly articulated – process to gather and approve is lengthy,
- Scoping projects is lengthy – no business case/ outcome to design against,
- High Level Designs /Low Level Designs are very iterative between LCC and Serco IMT.

2. Resourcing

Resourcing has been an issue within both LCC and Serco, in particular the sequencing or smoothing of resourcing to match the delivery lifecycles, resulting in bottlenecks being created within both organisations. This results in not being able to effectively manage capacity, but also not being able to source the capabilities/ skills required in a timely manner to support an optimised project and portfolio plan. Current Issues include:

- A lack of a visible pipeline so unable to effectively forecast and manage 'new demand',
- All IT projects need LCC IMT approval which filters through a small team (mainly 2 staff) which makes approval to proceed slow and therefore unpredictable,
- Resources can only be secured and mobilised upon approval to proceed (which has a lead time).

3. Project Board Roles

Project Governance is a key ingredient in being able to manage and control project delivery, ensuring that decisions are made to enable the project to succeed and Risks and Issues are managed effectively. The role of the Project Sponsor is a key role and should direct and support the Project Manager throughout the lifecycle. This role isn't always being understood or fulfilled in line with the role requirements.

4. Technology

   LCC's aged IT Environment increases complexity of change. Design and implementation stages are more complicated in LCC's environment as the foundations/ platforms require additional work beyond the 'original project scope' to ensure the new systems and services can be implemented.

Serco have agreed with LCC that these themes will become a focus of attention over the next quarter to further improve the overall effectiveness of delivery through the project life-cycle. The detailed project lifecycle is depicted below:

	Proposal Stage = 27 Awaiting LCC Approval To Proceed = 20 On Hold = 4	In Delivery = 30 On Hold = 7	In Closure =10
Serco Lifecycle/ Governance Stages	Stage 1 – Qualification / Stage 2 – Explore / Stage 3 – Define / Stage 4 – Design Stage	Stage 5 – Build and Test / Stage 6 – Implement / Stage 7 – Transition	Stage 8 – Close
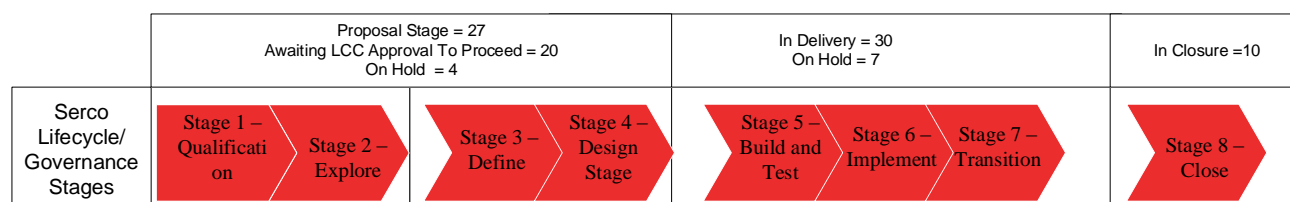
Key observation: Once projects are defined (either Stage 4 - defined design stage or Stage 5-7 defined build/ implement/transition stage) they are largely delivered to plan or delays are recognised as outside the control of Serco – this is supported by the KPI results, which show a steady improvement over the last 6 months:

KPI Reporting Month	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Total Milestone in Month	30	27	21	14	25	15	12	18
KPI11 Milestones	29	26	21	14	24	11	11	16
Met	13	15	3	6	8	3	5	4
Exception	7	7	14	6	10	5	9	10
Fail	9	4	4	2	6	3	2	2
Excluded	1	1			1	4	1	2
KPI%	68.97%	84.62%	80.95%	85.71%	75.00%	72.73%	87.50%	87.50%

5. The impact on the Council and residents of Lincolnshire arising from that delay

The business outcomes and benefits are not shared as part of the IT Project Brief and therefore Serco are unable to provide a full answer to this question.

A review of the Live & Closed Projects has been undertaken by Serco along with the application of a categorisation of the type of project and also identification of those that are believed to have a direct impact to the Citizen. The classifications used are defined below:

Classification	Definition
New Service/ Improvement	This is a project classification for projects that are introducing a new service or providing consultancy to LCC.
Extension/ office moves/ Decommission	This is a project classification for projects that are extending existing services, implemeting offices moves or decommissioning services
Upgrade/ Maintenance/ Compliance	This is a project classificaiton for projects that upgrade or maintain an existing service or make changes to existing services for compliance

Total Projects Live & Closed*	253

Project Categories	Live Projects	Closed Projects
Upgrade/ Maintenance/ Compliance	39	45
Extension/ office moves/ Decommission	38	94
New Service/ Improvement	22	15

*excludes the 56 cancelled projects

Of the above, Direct Impact to Citizen	5

Project Name	Description	Project Stage	Impact to Citizen	Impact to Citizen on Completion
1. Zipporah eCommerce replacement	To transfer all 'as is' functionality for systems which depend on Capita and Zipporah for eCommerce to the Council's chosen Payments Gateway solution	Proposal Stage	No Impact, current system still in use	A supported system, New look and feel, but functionality will be the same. Anticipated improvement in customer experience.
2. Zipporah Bookings replacement	This project is to transfer booking functionality provided by Zipporah to a new solution	Proposal Stage	No Impact, current system still in use	A supported system, New look and feel, but functionality will be the same
3. Replacement and decommission of CLIPS service	Upgrade the "Connecting Lincolnshire Information Portal"	In Closure		Upgrade to hardware used by the Public
4. Migration to a supported platform for Achieve forms	Move e-forms to a supported application (like to like upgrade to new version)	In Delivery	No Impact, current system still in use	A supported system, Potential new look and feel, but functionality will be the same
5. Going to Schools Experience - Edica Replacement	Move key frontline school services to a supported application suite	Proposal Stage	No Impact, current system still in use	A supported system, Potential new look and feel, but functionality will be the same.

*All of the five above are categorised as Upgrade/ Maintenance/ Compliance

Appendix 1 - New Service/ Improvement Live Projects

Project Name	Project Stage	Description	Expected Completion
Service Catalogue	In Delivery	Production and agreement of catalogue of Serco IMT services.	Mar-18
Property Consultancy days	In Delivery	Ad-hoc consultancy to LCC Property	Mar-18
Mobile phone readiness	In Delivery	Android Airwatch Pilot	Feb-18
MIM (Microsoft Identity Management)	Proposal Stage	Implementation of Microsoft Identity Manager to provide partial automation of the starters/movers/leavers process.	May-18
Jai Patel 20 days	In Delivery	Consultancy support to Lincolnshire Fire and Rescue	Mar-18
ISO 20000	Proposal Stage	ISO20000 Gap Analysis Report	Dec-17
GLL support	In Closure	Consultancy support to Library Services	Dec-17
End user assets	Proposal Stage	Review of Configuration Data to enable LCC to change Service Unit charging model	Apr-18
Edesix video software	On Hold	Video tag solution implementation	TBC - On Hold
Direct Access	In Closure	Phase 1 - implement Direct Access Pilot	Dec-17
CEC Gap analysis	Awaiting LCC Approval	Undertake gap analysis of County Emergency Centre IT Provision	Apr-18
Biz talk	On Hold	Migrate Biztalk servers in SunGard Data Centre (ITUS)	TBC - On Hold
BI-EDW	In Closure	Project to be annulled	Dec-17
BCP Gap analysis	Proposal Stage	Undertake gap analysis of priority LCC BCPs.	Mar-18
Agresso Obfuscation	Proposal Stage	Mask data held in Agresso non-production environments.	Apr-18
Agresso Mobile Devices	On Hold	Provision of access to Agresso from LCC managed mobile devices.	TBC - On Hold
CP-IS interface	Proposal Stage	Interface between Mosaic and NHS	Mar-18

GIS replacement platform HOTS	Proposal Stage	To take on support for the new LCC GIS Platform	Jan-18
My Service Area	Proposal Stage	Addition of Service Area 'tile' within MyPortal for Lincolnshire Fire and Rescue	Mar-18
EDW Data population - Agresso	Proposal Stage	Create Agresso - EDW extract	TBC - On Hold
CMDB	Awaiting LCC Approval	Continual Service Improvement Project to make enhancements to the IT Configuration Management Database, including automatic discovery of assets	Mar-18
ITSC/ DR SIP	Awaiting LCC Approval	Continual Service Improvement Project to enhance IT Service Continuity and Disaster Recovery procedures	Apr-18

Appendix 2 - Projects on Hold

Project Name	Type of Project	Status at Point of 'On Hold'	Reason On Hold
Spilsby Coroners Decommission	Extension/office moves/Decommission	In Delivery	Building decommissioning on hold. Project to be closed if no progress by 31/12/17.
SAP CRM to Lagan Transport	Upgrade/Maintenance/Compliance	In Delivery	LCC IMT to review if this project can be closed
Replacement of IRIS for the Coroners Service	Upgrade/Maintenance/Compliance	Proposal stage	Project Requirements being reviewed
Panacea / Agresso integration	Upgrade/Maintenance/Compliance	Proposal stage	Pending LCC clarification of requirements
Grantham wider estates	Extension/office moves/Decommission	Proposal stage	Pending LCC funding allocation.
Edesix video software	New Service	Proposal Stage	Pending LCC Privacy Impact Assessment (PIA).
ECHCRC LFR Voice recorder	Upgrade/Maintenance/Compliance	In Delivery	Pending 3rd party SANB Radio attachment to voice recorder.
DMARC Email Compliance	Upgrade/Maintenance/Compliance	in delivery	Post submission of DMARC compliance statement, regulator has changed requirements. Project on hold pending 3rd party (Symantec) release of newly required feature (expected January 18).
Biz talk	New Service	in delivery	LCC have requested migration from ECS to ITUS Data Centres to take place after Agresso Upgrade project.
BBMF Porta-cabin connectivity	Extension/office moves/Decommission	in delivery	Dependant on project work with BT to complete
Agresso Mobile Devices	New Service	in delivery	Pending resolution of Airwatch issue. Airwatch issue being resolved in another project (which is in final testing).

Lincolnshire
COUNTY COUNCIL
Working for a better future

Policy and Scrutiny

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

Report to:	**Overview and Scrutiny Management Board**
Date:	**21st December 2017**
Subject:	**Future Scrutiny Reviews**

Summary:

This report seeks to update the Board on scrutiny topic ideas that have been submitted for the Scrutiny Panels to review at the conclusion of their current work on street lighting and IT provision.

Recommendation:

That the Board considers the topics put forward as potential scrutiny panel reviews and determines whether they should be included in the scrutiny work programme.

1. Background

At the meeting of this Board on 26 October 2017 the Chairman expressed a wish to have a list of potential review topics compiled so the Panels could have reviews set up on the completion of their current reviews.

An email requesting potential scrutiny review topics was sent to all councillors on 17 November 2017, reminding them of the invitation to contribute to the list, using the scrutiny toolkit in the process.

Ideas that have been received as part of this process include:

- The Transition from Children's To Adult's Services
- Meetings Culture
- Implications of the Children and Social Work Act 2017

Other suggested topics have included Restorative Justice and Community Cohesion.

A full list will be reported to the meeting to enable members of the Board to consider the merits of the individual items put forward.

2. Conclusion

The scrutiny panels are due to complete their current reviews in the spring of 2018 and members of the Board are requested to identify further topics for review going forward.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Not applicable

b) Risks and Impact Analysis

Not applicable

4. Appendices

Document title	
Appendix A	Scrutiny Toolkit

5. Background Papers

Document title	Where the document can be viewed
Minutes of the Overview and Scrutiny Management Board 26th October 2017.	Democratic Services and Lincolnshire County Council website.

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

SCRUTINY PRIORITISATION TOOLKIT

Prioritisation is a key tool for successful scrutiny, selecting the right topics where scrutiny can add value is essential in order for scrutiny to be a positive influence on the work of the Council. Scrutiny Committees must be selective about what they look at and need to work effectively with limited resources. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

Identifying Topics

The questions below are a guide to help members and officers consider and identify key areas of scrutiny activity for consideration.

1. **Will Scrutiny input add value?**
   - Is there a clear objective for scrutinising the topic?
   - What are the identifiable benefits to residents and the council?
   - Is there evidence to support the need for scrutiny?
   - What is the likelihood of achieving a desired outcome?
   - Is the topic strategic and significant rather than relating to an individual complaint?
   - Are there adequate resources to ensure scrutiny activity is done well?

2. **Is the topic a concern to local residents?**
   - Does the topic have a potential impact for one or more section(s) of the local population?
   - Has the issue been identified by Members through surgeries and other contact with constituents?
   - Is there user dissatisfaction with service (e.g. increased level of complaints)?
   - Has the topic been covered in the local media or social media?

3. **Is it a Council or partner priority area?**
   - Does the topic relate to council corporate priority areas?
   - Is there a high level of budgetary commitment to the service/policy area?
   - Is it a poor performing service (evidence from performance indicators / benchmarking)?

4. **Are there relevant external factors relating to the issue?**
   - Central government priority area
   - New government guidance or legislation
   - Issues raised by an internal or external audit or from formal inspections, etc.
   - Key reports or new evidence provided by external organisations

5. Criteria for <u>not</u> considering topics

- There is no scope for scrutiny to add value/make a difference or have a clear impact.
- New legislation or guidance is expected within the next year.
- The issue is being examined elsewhere - e.g. by the Executive, working group, officer group or other body.
- The objective of scrutiny involvement cannot be achieved in the specified timescale required.

Prioritisation Matrix

The prioritisation matrix shown below is a framework to aid in prioritising a number of scrutiny options or topics. Each topic should be assessed in terms of the impact it would have and the overall scope of the activity.
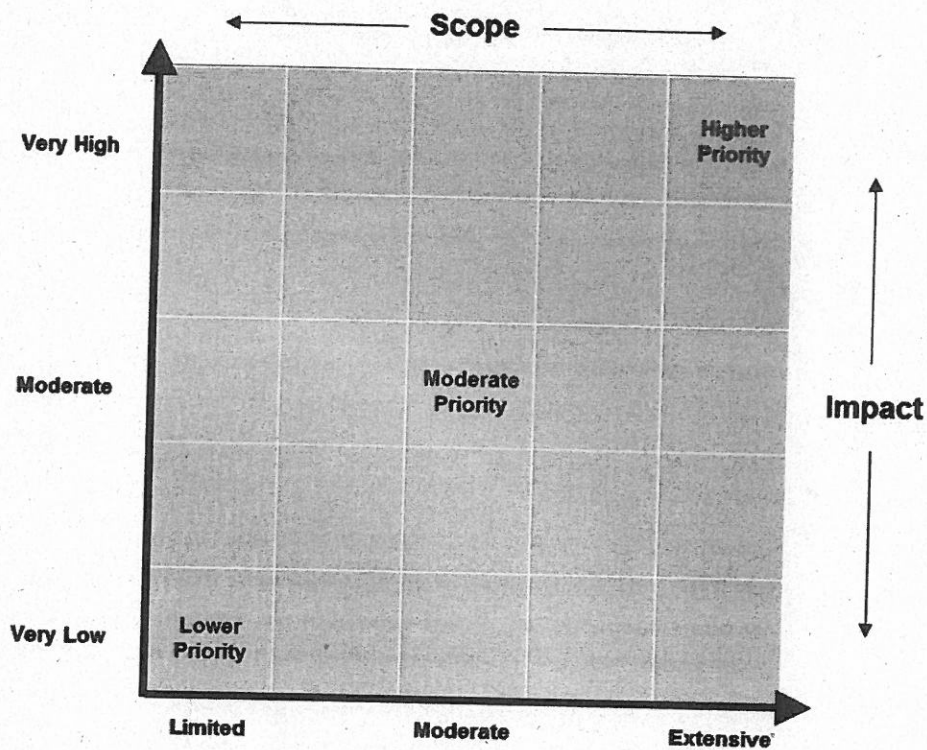
When considering the scope and impact of a Scrutiny item it is important to consider the following areas:

- People / Communities
- Assets / Property
- Financial
- Environmental

- Reputation
- Likelihood of Impact
- Resource Required
- Cost Effectiveness

Prioritisation Tool

The prioritisation tool below can be used in deciding on whether an issue would warrant being considered by Scrutiny or the subject of a Scrutiny Review.

Does the topic affect a number of people living, working and studying in Lincolnshire?

↓ **Yes**

Is the issue strategic and significant?

↓ **Yes**

Can scrutiny add value? Is there evidence to support the need for scrutiny?

↓ **Yes**

Will scrutiny topic be duplicating other work?

↓ **No**

Is the topic likely to lead to effective outcomes?

↓ **Yes**

Is the Council due to review the relevant policy area *(allowing scrutiny recommendations to influence the new direction to be taken)*?

↓ **Yes**

Are there adequate resources available to do the activity well?

↓ **Yes**

Is the Scrutiny activity timely?

↓ **Yes**

HIGH PRIORITY

Priority ↓

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Open Report on behalf of Richard Wills, Director responsible for Democratic Services	
Report to:	**Overview and Scrutiny Management Board**
Date:	**21 December 2017**
Subject:	**Overview and Scrutiny Management Board Work Programme**

Summary:

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

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

Actions Required:

Members of the Board are invited to:

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

1. Background

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

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

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

Purpose of Scrutiny Activity

Set out below are the definitions used to describe the types of scrutiny, relating to the items on the Board's Work Programme:

Policy Development - The Board is involved in the development of policy, usually at an early stage, where a range of options are being considered.

Pre-Decision Scrutiny - The Board is scrutinising a proposal, prior to a decision on the proposal by the Executive, the Executive Councillor or a senior officer.

Policy Review - The Board is reviewing the implementation of policy, to consider the success, impact, outcomes and performance.

Performance Scrutiny - The Board is scrutinising periodic performance, issue specific performance or external inspection reports.

Consultation - The Board is responding to (or making arrangements to) respond to a consultation, either formally or informally. This includes pre-consultation engagement.

Budget Scrutiny - The Board is scrutinising the previous year's budget, or the current year's budget or proposals for the future year's budget.

Requests for specific items for information should be dealt with by other means, for instance briefing papers to members.

Identifying Topics

Selecting the right topics where scrutiny can add value is essential in order for scrutiny to be a positive influence on the work of the Council. Members may wish to consider the following questions when highlighting potential topics for discussion to the Board:-

- Will Scrutiny input add value?
  Is there a clear objective for scrutinising the topic, what are the identifiable benefits and what is the likelihood of achieving a desired outcome?

- Is the topic a concern to local residents?
  Does the topic have a potential impact for one or more section(s) of the local population?

- Is the topic a Council or partner priority area?
  Does the topic relate to council corporate priority areas and is there a high level of budgetary commitment to the service/policy area?

- Are there relevant external factors relating to the issue?
  Is the topic a central government priority area or is it a result of new government guidance or legislation?

Scrutiny and Executive Protocol

The County Council's Scrutiny and Executive Protocol sets out practical working arrangements which develops a unity of purpose between the Executive, overview and scrutiny committees as well as the Council's senior managers.

The 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 the Protocol.

The Protocol includes the following expectations:

- The Chairman or Vice Chairman of the Overview and Scrutiny Management Board will as far as possible attend each meeting of the Executive.
- The Chairmen or Vice Chairmen of overview and scrutiny committees should attend meetings of the Executive, where an item relevant to their committee's remit is being considered.
- Regular 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). These meetings should include the scrutiny officers, and any relevant officers if required.
- 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.

Scrutiny Panel Activity

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

Work Programme items on scrutiny review activity can include discussion on possible scrutiny review items; finalising the scoping for the review; consideration and approval of the final report; the response to the report; and monitoring outcomes of previous reviews.

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

Committee Working Group Activity

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

The Executive Forward Plan of key decisions to be taken from 1 November 2017 is set out at Appendix D. This is background information for the Committee's consideration to ensure that all key decisions are scrutinised by the relevant scrutiny committee.

2. Conclusion

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

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

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

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

4. Appendices

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

5. Background Papers

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

This report was written by Simon Evans, Health Scrutiny Officer, who can be contacted on 01522 552164 or by e-mail at Simon.Evans@lincolnshire.gov.uk

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Chairman: Councillor Robert Parker
Vice Chairman: Councillor Lindsey Cawrey

Each agenda includes the following standard items:

- **Call-in (if required)**
- **Councillor Call for Action (if required)**
- **Future Scrutiny Reviews**

21 December 2017		
Item	**Contributor**	**Purpose**
Performance of the Corporate Support Services Contract	Sophie Reeve Chief Commercial Officer Arnd Hobohm Corporate Support Services Contract Manager	Performance Scrutiny
Future Scrutiny Reviews – Evaluation of Proposals	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Scrutiny Review Activity

25 January 2018		
Item	**Contributor**	**Purpose**
Revenue and Capital Budget Monitoring Report 2017/18	David Forbes County Finance Officer	Pre-Decision Scrutiny *(Executive Decision on 6 February 2018)*
Council Budget 2018/19	David Forbes County Finance Officer	Budget Scrutiny *(Council Decision on 23 February 2018)*
Service Budget Proposals 2018/19	David Forbes County Finance Officer	Budget Scrutiny *(Council Decision on 23 February 2018)*
Final Draft Council Business Plan 2018/19	Jasmine Sodhi Performance and Equalities Manager	Pre-Decision Scrutiny *(Executive Decision on 6 February 2018)*
Property Company	Kevin Kendall, County Property Officer	Pre-Decision Scrutiny *(Executive Decision on 6 February 2018)*

25 January 2018		
Item	**Contributor**	**Purpose**
Overview and Scrutiny Work Programmes • Children and Young People Scrutiny Committee • Public Protection and Communities Scrutiny Committee	Cllr Robert Foulkes Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

1 March 2018		
Item	**Contributor**	**Purpose**
2017/18 Council Business Plan Quarter 3	Jasmine Sodhi Performance and Equalities Manager	Performance Scrutiny / Pre-Decision Scrutiny (Executive decision on 6 March 2018)
Treasury Management Strategy Statement and Annual Investment Strategy 2018/19	Karen Tonge Treasury Manager	Pre-Decision Scrutiny
Overview and Scrutiny Work Programmes • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee	Cllr Tony Bridges Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes Chairman of Highways and Transport Scrutiny Committee	Performance Scrutiny
Treasury Management Performance Quarter 3 (1 September 2017 to 31 December 2017)	Karen Tonge Treasury Manager	Performance Scrutiny *(For Information)*

29 March 2018		
Item	**Contributor**	**Purpose**
Performance of the Corporate Support Services Contract	Sophie Reeve, Chief Commercial Officer Arnd Hobohm, Corporate Support Services Contract Manager	Performance Scrutiny
Overview and Scrutiny Work Programmes • Adults and Community Wellbeing Scrutiny Committee • Health Scrutiny Committee	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

26 April 2018		
Item	**Contributor**	**Purpose**
Overview and Scrutiny Work Programmes • Children and Young People Scrutiny Committee • Public Protection and Communities Scrutiny Committee	Cllr Robert Foulkes Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

For more information about the work of the Overview and Scrutiny Management Board please contact Tracy Johnson, Senior Scrutiny Officer, on 01522 552164 or by e-mail at tracy.johnson@lincolnshire.gov.uk

Scrutiny Panel Activity
(as at 22 November 2017)

Current Reviews

Scrutiny Panel A	Membership	Completion Date
Development of Future IT Provision to Support Council Working Practices	Councillors Mrs J Brockway (Chairman), S Dodds (Vice Chairman), B Aron, M Boles, Mrs P Cooper, S Roe, H Spratt and M Whittington	Overview and Scrutiny Management Board on 31 May 2018

Scrutiny Panel B	Membership	Completion Date
Impact of the Part Night Street Lighting Policy	Councillors Mrs A Newton (Chairman), S Kirk (Vice Chairman), D McNally, R Renshaw, P Skinner, A Stokes, M Storer and Mrs R Trollope-Bellew	Overview and Scrutiny Management Board on 26 April 2018

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

Working Group Activity
(as at 22 November 2017)

Committee	Working Group	Membership
Overview and Scrutiny Management Board	UK's Exit from the European Union	Councillors Mrs A Austin, T Bridges, M Brookes, M T Fido, R L Foulkes, C E H Marfleet, Mrs M J Overton MBE, R B Parker, A M Stokes and Mrs C A Talbot; and added member: Mr S Rudman
Health Scrutiny Committee for Lincolnshire	Lincolnshire Pharmaceutical Needs Assessment	Councillors C S Macey, C J T H Brewis, J Kirk and R B Parker

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FORWARD PLAN OF KEY DECISIONS FROM 2 JANUARY 2018

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
I014796	Grantham Southern Relief Road - Land Acquisition, Orders and Contracts	Exempt	Executive Between 4 Dec 2017 and 5 Jan 2018	Executive Councillor for Highways and Transport; Executive Board for the Grantham Southern Relief Road	Exempt Report	Senior Project Leader (Major Schemes) Tel: 01522 550393 Email: alen.chanamuto@lincolnshire.gov.uk	Grantham Barrowby; Grantham East; Grantham North; Grantham South; Grantham West
I014788	Schools National Funding Formula	Open	Executive Councillor: Adult Care, Health and Children's Services 10 Jan 2018	All Lincolnshire Schools and academies; Children and Young People Scrutiny Committee; and the Lincolnshire Schools' Forum	Report	Head of Finance - Children's Services Tel: 01522 553326 Email: mark.popplewell@lincolnshire.gov.uk	All

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
I014239	Stop Smoking Services Re-Procurement	Open	Executive Councillor: Adult Care, Health and Children's Services Between 12 Jan 2018 and 19 Jan 2018	Adults and Community Wellbeing Scrutiny Committee	Report	Health Improvement Programme Manager Tel: 01522 550541 Email: philip.garner@lincolnshire.gov.uk	All
I014740	Proposed Changes to Enhanced Resource Provision Units Supporting Children with Hearing Impairments	Exempt	Executive Councillor: Adult Care, Health and Children's Services 2 Feb 2018	Parents; children; school; health; and other stakeholders with an interest in hearing impairments; Children and Young People Scrutiny Committee	Exempt Report	County Manager Tel: 01522 554031 Email: andrew.hancy@lincolnshire.gov.uk	All
I014286	Council Budget 2018/19	Open	Executive 6 Feb 2018	Overview and Scrutiny Management Board	Report	County Finance Officer Tel: 01522 553642 Email: david.forbes@lincolnshire.gov.uk	All
I014134	Revenue and Capital Budget Monitoring Report 2017/18	Open	Executive 6 Feb 2018	Overview and Scrutiny Management Board	Report	County Finance Officer Tel: 01522 553642 Email: david.forbes@lincolnshire.gov.uk	All

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
I014928 New!	Council Business Plan 2018 - 2020	Open	Executive 6 Feb 2018	Overview and Scrutiny Management Board	Report	Performance and Equalities Manager Tel: 01522 552124 Email: jasmine.sodhi@lincolnshire.gov.uk	
I014208	Citizen Engagement Strategy	Open	Executive 4 Apr 2018	Public Protection and Communities Scrutiny Committee	Report	Programme Manager, Community Engagement Tel: 01522 550516 Email: bev.finnegan@lincolnshire.gov.uk	All
I013959	Future Model of the Heritage Service	Open	Executive 3 Jul 2018	Public Protection and Communities Scrutiny Committee	Report	Chief Community Engagement Officer Tel: 01522 553831 Email: nicole.hilton@lincolnshire.gov.uk	All