



County Offices
Newland
Lincoln
LN1 1YL

21 March 2018

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 29 March 2018 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in blue ink that reads 'Richard Wills'. The signature is written in a cursive style and is underlined with a blue line.

Richard Wills
Head of Paid Service

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

Councillors R B Parker (Chairman), R Wootten (Vice-Chairman), 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 Strengeiel

Added Members

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

Parent Governor Representatives: Mrs P J Barnett and 1 Parent Governor Vacancy

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA
THURSDAY, 29 MARCH 2018**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declaration of Members' Interests	
3	Minutes of the meeting of the Overview and Scrutiny Management Board held on 25 January 2018	5 - 18
4	Announcements by the Chairman, Executive Councillor for Resources and Communications and Chief Officers	
5	Consideration of Call-Ins	
6	Consideration of Councillor Calls for Action	
7	Performance of the Corporate Support Services Contract <i>(To receive a report from Sophie Reeve (Chief Commercial Officer) which provides an update on Serco's performance against contractual Key Performance Indicators (KPIs) specified within the Corporate Support Services Contract between November 2017 and January 2018. The report also provides an update on progress made on key transformation projects being undertaken by Serco)</i>	19 - 42
8	Employee Survey 2017 - Results Report <i>(To receive a report by Fiona Thompson (Service Manager – People Management) which provides an overview of the results of the Employee Survey 2017, and also includes the next steps and key themes emerging at a corporate level)</i>	43 - 56
9	Current and Future Scrutiny Reviews <i>(To receive a report by Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) which provides an update on the current scrutiny reviews and invites the Board to consider submissions for topics for future scrutiny reviews)</i>	57 - 66
10	Scrutiny Committee Work Programmes <i>(To receive a report which sets out the work programmes of the Environment and Economy Scrutiny Committee and the Highways and Transport Scrutiny Committee in accordance with the Board's agreed programme)</i>	67 - 78
11	Overview and Scrutiny Management Board Work Programme <i>(To receive a report which enables the Board to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focussed where it can be of greatest benefit)</i>	79 - 92

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

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

Contact details set out above.

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OVERVIEW AND SCRUTINY MANAGEMENT BOARD 25 JANUARY 2018

PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)

Councillors R Wootten (Vice-Chairman), M Brookes, R L Foulkes, C S Macey, C E H Marfleet, Mrs A M Newton, N H Pepper, E W Strengiel and B M Dobson

Added Members

Church Representatives: Reverend P A Johnson

Councillor M A Whittington attended the meeting as an observer

Officers in attendance:-

Andrea Brown (Democratic Services Officer), Simon Evans (Health Scrutiny Officer), David Forbes (County Finance Officer), Michelle Grady (Head of Finance (Communities)), Steve Houchin (Head of Finance (Adult Care)), Claire Machej (Head of Finance (Corporate)), Mark Popplewell (Head of Finance (Children's Services)), Jasmine Sodhi (Performance and Equalities Manager), Daniel Steel (Scrutiny Officer) and Nigel West (Head of Democratic Services and Statutory Scrutiny Officer)

72 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors A Bridges and Mrs J Brockway and Added Members Mrs P J Barnett and Mr S C Rudman.

It was reported that, under the Local Government (Committee and Political Groups) Regulations 1990, Councillor B M Dobson had been appointed as replacement member for Councillor A Bridges, for this meeting only.

The Board was advised that, since the last meeting, Dr E van der Zee had resigned his position as Parent Governor Representative which had resulted in one Added Member vacancy.

The Chairman proposed to write to Dr van der Zee to express the Board's thanks for his contributions during his appointment.

RESOLVED

That a letter of thanks be sent to Dr E van der Zee on behalf of the Overview and Scrutiny Management Board.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
25 JANUARY 2018**73 DECLARATIONS OF MEMBERS' INTERESTS

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

74 MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY
MANAGEMENT BOARD HELD ON 21 DECEMBER 2017

The Board noted that the last sentence of page nine of the agenda pack – Minute number 69 (Performance of the Corporate Support Services Contract) – noted that information relating to the delivery of individual IT projects would be considered at this meeting. However, this work had not yet been completed and it was hoped that this would be considered at the meeting of the Overview and Scrutiny Management Board on 1 March 2018.

RESOLVED

That the minutes of the previous meeting held on 21 December 2017 be agreed as a correct record and signed by the Chairman.

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

Following the agreement last year to give notice to the LGA and to withdraw membership from 1st April 2018, the Chairman advised that there would be an opportunity to reflect on this decision before committing to that withdrawal. The Chairman had been in discussions with the Leader of the Council and it had been agreed to present a joint report to the next meeting of the Board detailing the pros and cons of that decision.

The Executive Support Councillor for Resources and Communications reported that changes outside of the control of the Council had resulted in amendments to the budget. The Council, in conjunction with the Districts and North Lincolnshire Council, had applied to become a Business Rate Pilot Scheme to allow the Pilot Area to retain 100% growth which could result in additional income of £14m. This would be split with 40% retained by LCC and the remaining 60% apportioned between the District Councils. The intention was for the additional income to be ultimately used to draw down less from reserves next year.

The Chairman invited Councillor C S Macey (Chairman of the Health Scrutiny Committee for Lincolnshire) to update the Board following the meeting of the Health Scrutiny Committee for Lincolnshire on Wednesday 17 January 2018.

Councillor Macey advised that the Committee had agreed to make a second referral to the Secretary of State for Health and Social Care, in relation to Grantham and District Hospital A&E department, on the grounds that this was a permanent overnight closure and one which was felt to be a substantial variation. It was reported that a number of changes were underway within United Lincolnshire Hospitals NHS Trust (ULHT) which the Committee had been involved with throughout

OVERVIEW AND SCRUTINY MANAGEMENT BOARD
25 JANUARY 2018

the process. As a result of these changes, it was expected that the referral would be referred back for local determination.

Councillor Macey reported that the closure of the Lincoln Walk-In Centre, on Monks Road, had been confirmed. The WIC would be open only at the weekends throughout February and would be closed fully by the end of February. Comments from the Health Scrutiny Committee for Lincolnshire to ensure that alternative care provision be put in place to counteract that closure had been considered and actioned. The Committee had been encouraged that their concerns had been noted and acted upon.

There were no announcements by Chief Officers.

76 CONSIDERATION OF CALL-INS

No Call-Ins had been received.

77 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

No Councillor Calls for Action had been received.

78 REVENUE AND CAPITAL BUDGET MONITORING REPORT 2017/18

Consideration was given to a report by the Executive Director of Finance and Public Protection which provided the second monitoring report for the financial year 2017/18, comparing the projected expenditure with the approved budget, including explanations for any significant over or underspend. The report would be presented to the Executive on 6 February 2018 along with the comments of the Overview and Scrutiny Management Board.

David Forbes (County Finance Officer) presented the report and referred members to Table A on page 17 of the agenda pack which provided detail of the Commissioning Strategies delivered by the Council. The Board was asked to note the following areas in particular:-

- It was proposed to use the draw down from the Public Health Grant reserve to release £1.5m which would be redirected, via the Readiness for Schools commissioning strategy, to cover the reported overspend in Readiness for Adult Life on Supported Accommodation;
- Page 22 of the agenda pack referred to Protecting and Sustaining the Environment and a potential underspend of £0.998m based on the latest waste tonnages, seasonality quantities and associate pricing as at the November contract update. There were savings on reduced costs from mixed dry recycling and a reduced tonnage for composting and other areas of recycling which reflected the volatility of the waste industry;
- Page 24 of the agenda pack referred to the National Living Wage at paragraph 1.48 (Other Budgets). It was reported that the corporate provision for the National Living Wage was currently forecasting an £8.740m underspend which was primarily due to national living wage growth in Adult Care being funded by

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
25 JANUARY 2018**

the new Better Care Fund (BCF) monies in 2017/18. It was anticipated this would continue to be funded by the BCF for the next two years;

- A dividend of £0.563m was received from Eastern Shires Purchasing Organisation (ESPO). As a member of the ESPO joint committee, Lincolnshire County Council was entitled to receive a share of the dividend generated by the organisation; and
- Overall, it was reported that the Council budget, in terms of Table A, was currently showing a projected underspend of £16.8m with an expected underspend of £20m-£21m by the year end.

Page 27 of the agenda pack referred to the Capital Programme at Table B. It was reported that the Council had set aside £7.5m in a New Development Capital Contingency Fund for 2017/18 for capital schemes which may emerge during the financial year. There had also been an underspend for 2016/17 of £7.718m which had been carried forward for schemes in 2017/18.

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

- In answer to a question about the age group for the provision of accommodation for homeless young people, it was explained that this was provided for 16 to 17 years olds and care leavers up to the age of 25 years old. This issue was being looked at currently as the change in legislation had resulted in increasing numbers which provided a significant issue in the county. A pilot was underway to provide in-house services to assist with reintegration back into family life rather than outsourcing to other agencies. Despite the significant pressure in this area, plans were in place to improve the situation;
- In order to address the demand, intervention strategies were being put in place to ensure that short notice procurement of services was avoided. Pilots were underway to convert former fire houses in Grantham into two bedroom accommodation with intervention support. It was hoped that this would provide step down provision for young adults to move back into family life or give the authority time to provide suitable alternative arrangements. It was intended that this service would also link with youth offending services; and
- An integral part of the universal offer was to provide intervention support. Statistically, CIPFA benchmarking against national trajectories was considered with a view to improve the picture, however the escalation costs were significant and the priority, therefore, remained on early intervention.

RESOLVED

1. That the report be noted; and
2. That the comments noted below be passed to the Executive for consideration prior to its meeting on 6 February 2018:-
 - The Board fully supported the recommendation to transfer £1.5m from the Readiness for Schools revenue budget to Readiness for Adult Life; and

OVERVIEW AND SCRUTINY MANAGEMENT BOARD
25 JANUARY 2018

- The Board was mindful of the potential increase in costs associated with the Council's legal duty to provide supported accommodation for homeless 16-17 year olds and car leavers. Board members supported the idea of controlling demand through more suitable, and cost effective, intervention arrangements.

79 2018/19 BUDGET FOR SUPPORT SERVICE AREAS

Consideration was given to a report by the Executive Director of Finance and Public Protection which provided the budget proposals for the next two financial years based on the four year funding deal announced by Government and updated by the 2018/19 Provisional Local Government Finance Settlement. The report specifically looked at the budget implications for two of the Council's commissioning strategies.

Michelle Grady (Head of Finance – Communities) introduced the report and explained that Table B provided the services within the commissioning strategies and Table A set out the changes to each of those budgets.

The Board noted the following cost pressures:-

- There were proposed cost pressures of £0.309m in 2018/19 and £0.391m in 2018/20 to meet the Council's obligation to pay staff and some contractors the central government set national living wage;
- There were cost pressures relating to increased property rates and utility costs of £0.165m in 2018/19 and an additional £0.181m in 2019/20;
- A one-off cost pressure of £0.321m for the conclusion of the West Deeping minerals site archaeological costs;
- Strategic Communications would have a cost pressure in 2018/19 relating to increased costs of the Lincolnshire Show of £0.015m; the publication and delivery of County News of £0.040m and the development of the Council's digital platform of £0.020m; and
- Cost pressures within Information Management Technology (IMT) in 2018/19 were £4.436m and £0.200m in 2019/20. These related to the licensing costs (£1.388m); a Data Protection Officer to ensure compliance with the General Data Protection Regulation (GDPR) (£0.048m); additional Technical Architect and Business Analyst posts (£0.2m) and the improvement of the technology enablers to improve the IMT supporting the Council's services (£3m).

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

- The Council had taken a decision to cease the graduate programme for new entrants and also the Leadership Management Development Programme. The focus would now be on apprenticeships as the Local Authority had paid an apprenticeship levy which could be clawed back through approved apprenticeship programmes. It was confirmed that these apprenticeships were available at all levels of development and not solely for school leavers; and

OVERVIEW AND SCRUTINY MANAGEMENT BOARD**25 JANUARY 2018**

- Expenditure of £3m for the improvement of the technology enablers within IMT provided some concern for members. Whilst this was generally accepted, a business case was requested to present the detail in order to justify this proposed budget. Members were reminded that a Scrutiny Panel was reviewing this particular issue and would report back to the Executive later in the year.

RESOLVED

1. That the report be noted; and
2. That the comments noted below be passed to the Executive for consideration prior to its meeting on 6 February 2018:-
 - In answer to concern raised by a member of the Board about the decision to end the graduate programme for new entrants and the Leadership Management Development Programme, the Board was advised that the Council's focus was now on apprenticeships. The Local Authority currently paid an apprenticeship levy and there were opportunities to claw some of the levy back through approved apprenticeship programmes. These apprenticeships were available at all levels of development, not just school leavers; and
 - While it was generally accepted that there was a need to fundamentally review the Council's Information Technology (IT) Strategy, and earmark funds for investment in IT, it was commented by members of the Board that there would be a need in the future to provide a business case and more detail to justify the budget of £3m, highlighted in the report. Members were reminded that a Scrutiny Panel was reviewing the situation and would be reporting back to the Executive later this year.

80 COUNCIL BUDGET 2018/19

Consideration was given to a report by the Executive Director of Finance and Public Protection which provided the budget proposals, agreed by the Executive at its meeting on 19 December 2017, and included the implications of the Provisional Local Government Finance Settlement.

David Forbes (County Finance Officer) introduced the report and referred the Board to the document tabled which replaced Table 2 on pages 48 and 79 of the agenda pack. This table was the definitive version and the one which the Board gave consideration to.

All areas of service expenditure had been reviewed to identify cost pressures which must be funded and savings which could be made, through efficiencies and by reducing the level of service provided. The Council remained aware of its high priority areas but no service had been exempt from helping the Council to deliver its savings target. The Board was reminded of the high priority areas:-

- Safeguarding children and adults;
- Maintaining and developing highways and infrastructure;
- Managing flood risks;

OVERVIEW AND SCRUTINY MANAGEMENT BOARD
25 JANUARY 2018

- Supporting communities to support themselves; and
- Fire and rescue services.

The Multi Year Funding Settlement provided the Council with confirmed minimum funding for Revenue Support Grant, Transitional Grant and Rural Services Delivery Grant from 2016/17 to 2019/20. This was indicated in Table 1 on page 44 of the agenda pack with the level of funding for 2018/19 and 2019/20 having been built in to the Council's budget proposal. The Government was to honour this agreement with one exception. The Rural Services Delivery Grant had been expected to reduce for 2018/19 to £4.281m but this was now to be maintained at £5.565m.

The Better Care Fund (BCF) had three main funding streams – an element from Lincolnshire Clinical Commissioning Groups (CCGs); the Improved Better Care Fund grant from central government; and the (Supplementary) Improved Better Care Fund grant, also from central government. These funding streams combined would provide the Council with £40.044m in 2018/19 and £46.343m in 2019/20 to fund Adult Care Services. The Board was asked to note that the BCF would cease to exist in March 2020 and, if not replaced, would leave a £46m shortfall in the budget.

To avoid any confusion, the County Finance Officer explained that there had now been three versions of Table 2 (Summary Revenue Budget) circulated to the Board. The version tabled at the meeting was the definitive version and the change from version to version was in relation to the use of reserves and income lines. The Executive had wished to scale down the use of reserves and this was now proposed as £48m over two years as opposed to £77m over two years.

The table also incorporated the following information which was received from the District Councils in Lincolnshire in relation to Council Tax and Business Rates:-

- Growth in the Council Tax base for all seven Lincolnshire Districts of 1.27% (£3.488m);
- A surplus on the Council Tax element of the Collection Fund for all seven Lincolnshire Districts (£2.641m);
- A deficit on the Business Rates element of the Collection Fund for just one of the Lincolnshire Districts (-£0.099m);
- An estimate of the S31 grant linked to Business Rates capping and Rate Relief's offered by central government (£2.293m). As with the Business Rates element of the collection fund, this figure would be revised once the six final returns from Districts had been received;
- An estimate of the additional income expected to be generated by the Council's membership of the Business Rates Pilot (£4.300m); and
- Increase in the General Fund balance to maintain this at 3.5% of the Council's budget requirement (£0.400m).

It was reported that District Councils had been given a deadline of 31 January 2018 to provide this information.

Two bids had been made to government. The first was for a Business Rates Pilot for the 100% retention of business rates schemes. The second was for Business Rates

OVERVIEW AND SCRUTINY MANAGEMENT BOARD 25 JANUARY 2018

Pooling in 2018/19. Since the report was published, the Board was advised that the bid for a Business Rates Pilot had been successful.

The intention was to use the reserves in order to balance the budget over the next two years whilst building up further reserves to assist in balancing the budget for the third year.

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

- It was reported that the Highways and Transport Scrutiny Committee had supported an additional 1% on Council Tax;
- A recommendation had been made to the Executive by the Highways and Transport Scrutiny Committee to request that the frequency of weed control be increased to at least two or three times per year. The Chairman of the Highways and Transport Scrutiny Committee was pleased to report that the Executive had agreed to this request and had made provision to put £150k into the budget;
- One member of the Board expressed concern in relation to the reduction in the grant to the Citizens Advice Bureaux (CAB). It was confirmed that it had been agreed to allocate £277k to support the CAB for core services for the next financial year;
- The ability of District Councils to use discretionary powers to waive council tax for care leavers up to the age of 21 had been discussed at the Children and Young People Scrutiny Committee. The Board supported this council tax scheme and asked officers to confirm which District Councils, if any, had implemented this type of scheme for 2018/19. The Board was advised that this information should be available no later than 31 January 2018;
- The Board supported the proposed increase to Council Tax by the maximum amount allowed, without the need to hold a referendum (4.95%), to protect the level of reserves. Members stressed the importance of keeping reserves healthy in order to respond to any future cost pressures; and
- It was reported that the Adults and Community Wellbeing Scrutiny Committee had been reassured by the budget in their area. This had been balanced over the last six years and services delivered within the budgets allocated. Concern was noted, however, that the BCF may cease in 2020 and that this fund currently provided a significant contribution to the funding for the adult care budget.

RESOLVED

1. That the report be noted; and
2. That the comments noted below be passed to the Executive for consideration prior to its meeting on 6 February 2018:-
 - A member commented that it made sense to increase Council Tax by the maximum allowed without holding a referendum (4.95%) to protect the level of reserves;
 - A member supported a request from the Highways and Transport Scrutiny Committee for the Council to fund an increase in the frequency of weed spraying;

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
25 JANUARY 2018**

- In answer to concern expressed by a member of the Board about cuts to the grant to the Citizens Advice Bureaux (CAB), officers confirmed that it had been agreed to allocate £277,000 to support the CAB for their core services;
- A member stressed the importance of keeping reserves healthy to respond to any future cost pressures; and
- The Chairman of the Children and Young People Scrutiny Committee requested that clarification be provided on which District Councils had implemented a council tax scheme, where District Councils could use their discretionary powers to waive council tax for care leavers up to the age of 21. The Board supported this type of scheme and officers were asked to confirm which District Councils, if any, had implemented this type of scheme for the 2018/19 financial year.

81 FINAL DRAFT COUNCIL BUSINESS PLAN 2018-2020

Consideration was given to a report on behalf of the Chief Executive providing the outcomes and measures which made up the final draft Council Business Plan 2018-2020. The Equalities Objectives (Appendix C) had been circulated as an addendum to the report. The full report would be considered by the Executive at its meeting on 6 February 2018 following which it would be presented to Full Council on 23 February 2018 for approval.

The Board was advised that the intention was to have a two-year plan to mirror the two-year budget covering the period 2018 to 2020.

Appendix 1A presented the final Draft Council Business Plan, Appendix 1B presented the Changes from the Council Business Plan 2017/18 to 2018/2020 and Appendix 1C (circulated as an addendum) presented the Equalities Objectives.

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

- Page 109 of the agenda pack noted that the Lincoln East West Link Road (Ref No. 80) had been removed from the Council Business Plan as the scheme was completed in January 2017. It was confirmed that there had been no concerns with this scheme raised by the Board or the Highways and Transport Scrutiny Committee;
- Adult Safeguarding had been removed and replaced with a range of more appropriate proposals;
- Carers – despite this area not performing as well as expected, it was reflecting the actual strategy and had, therefore, been removed;
- Protecting the Public (Youth Offending Victim Engagement) – this was being removed as it was no longer a priority measure, however this area would still be considered by the relevant scrutiny committee. It was expected that the Youth Offending Manager would present a report on this issue to the Children and Young People Scrutiny Committee in March 2018;
- The Board was content with the proposed additions to the measures; and

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
25 JANUARY 2018**

- Notwithstanding the requirement for all Council Members to be registered with the Information Commissioner's Office, it was agreed to recommend the inclusion of Councillors in the measure on page 115 relating to the information governance responsibilities of staff.

RESOLVED

1. That the report be noted; and
2. That the comment noted below be passed to the Executive for consideration prior to its meeting on 6 February 2018:-
 - In relation to changes to the wording of outcomes, the Board felt that elected members, as well as staff, should also be made aware of their information governance responsibilities. The outcome in relation to measures 96 and 97 should therefore read: "Staff and elected members are made aware of their information governance responsibilities".

82 THE SCRUTINY REVIEW PROCESS

Consideration was given to a report by the Executive Director responsible for Democratic Services which invited the Board to determine the process by which topics for scrutiny reviews should be decided.

Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) introduced the report and recommended that the number of reviews be limited to two at any one time due member and officer capacity.

It was recommended that the final decision on whether a review was to take place should rest with the Overview and Scrutiny Management Board, following consultation with officers, as suggested within the report on page 118 of the agenda pack.

During discussion, the following points were noted:-

- The Highways and Transport Scrutiny Committee had agreed a suggestion of 'Sponsorship of Roundabouts' as a scrutiny review topic and referred this to the Board for consideration. The topic had caused some debate and it was suggested that this area may cross over with other committees such as the Environment and Economy Scrutiny Committee and the Public Protection and Communities Scrutiny Committee;
- A review to look at a potential gap in the transition for children in care moving into adulthood was suggested;
- Members were encouraged to submit a form with any suggestions which could then be considered. In order to enable a discussion at the Overview and Scrutiny Management Board, all questions on the form should be answered 'yes'; and
- It was confirmed that Scrutiny Panels replaced Task and Finish Groups, although scrutiny committees could still have Working Groups to look at specific issues.

RESOLVED

1. That the limit of no more than two reviews at any one time be agreed; and
2. That the Overview and Scrutiny Management Board make the final decision on whether a review takes place be agreed.

83 SCRUTINY COMMITTEE WORK PROGRAMMES

The Board considered the work programmes of two scrutiny committees where the following points were noted:-

Children and Young People Scrutiny Committee

Councillor R L Foulkes, Chairman of the Children and Young People Scrutiny Committee, introduced the Work Programme and confirmed that a change had been made to the work programme since it was published. Children's Services Annual Complaints report had been added to the meeting on 9 March 2018.

Two meetings had taken place since the last update to the Board in September 2017, and the key issues considered included:-

- Proposed Changes to Enhanced Resource Provision Units Supporting Children with Hearing Impairments;
- Building Communities of Specialist Provision for Children and Young People with Special Educational Needs and Disabilities;
- Alternative Education Provision for Key Stage Four Pupils;
- National Funding Formula for Mainstream Schools; and
- Inclusive Lincolnshire Strategy.

Councillor Foulkes also asked the Board to note the following:-

- Consideration of Supported Accommodation for Looked After Children would take place on 20 April 2018. A scrutiny review into that area had taken place over two years ago;
- The committee was keen to encourage consultations with young people and was in discussions with the Lincolnshire Youth Council. There was a proposal to include a section on future scrutiny reports to ask if the Youth Council had been consulted, as it was felt important to include the views of young people on issues which may affect them;
- A member of the Youth Council was expected to attend the meeting on 9 March 2018 to give their views on the Restorative Panels Pilot report. The Youth Council was a good organisation but, at present, did not appear to link with other organisations to have their views heard;
- Prevent and the Implications for Children and Young People was listed on the Work Programme for 20 April 2018. A presentation on Prevent was to be given to the Youth Council and their comments on this presentation would be presented to the Committee at that meeting; and
- Councillor Foulkes gave thanks to both Simon Evans (Health Scrutiny Officer) and Daniel Steel (Scrutiny Officer) for their recent, and continued, support with the Children and Young People Scrutiny Committee.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
25 JANUARY 2018**

During discussion, the following points were noted:-

- Although the Youth Council was an excellent way of engaging with young people, it was suggested that the young people who really needed engagement were not part of these types of organisations. The difficulty was finding a way to reach all young people;
- Post Adoption Support was listed under 'items to be programmed' and one member stressed the importance of this issue. It was suggested that support to the adoptive parents ceased when a child was placed which may have been partially responsible for the failure of some adoptions;

At 12.15pm, Councillor M Brookes, left the meeting and did not return.

- Members were invited to attend the next meeting of the Children and Young People Scrutiny Committee to give their views in person should they wish to do so; and
- It was noted that there were a number of items on the list to be programmed. The meetings scheduled for June and July would be populated with some of those items following discussion with the relevant officers.

Public Protection and Communities Scrutiny Committee

Councillor N H Pepper, Chairman of the Public Protection and Communities Scrutiny Committee, updated the Board on the work of the Committee.

The scope of the Public Protection and Communities Scrutiny Committee was extremely varied and was within the portfolio of three Executive Councillors with whom Councillor Pepper, as Chairman of the Committee, met regularly.

Three meetings had taken place since the last update to the Board in September 2017 and the key issues considered included:-

- Future Structure for the Heritage Service;
- Road Safety Partnership Annual Report;
- Fire and Rescue – Fire Peer Challenge Report;
- Engagement Strategy; and
- Adult Offending and Assisting Rehabilitation through Collaboration (sitting as the Crime and Disorder Scrutiny Committee).

Councillor Pepper reported that he had also attended Lincolnshire's first Road Safety seminar which had been very successful.

During discussion, the following points were noted:-

- Although not listed on the work programme, the Board noted that items regarding the fire service, particularly Co-Responders and the Lincolnshire Joint Ambulance Conveyance Programme (JACP) would be considered at future meetings;

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
25 JANUARY 2018**

- A session had been arranged of the "2fast2soon" play, run by the Road Safety Partnership. It had been disappointing that very few councillors attended this session, which had been tailored especially for members. A number of councillors had attended the Road Safety Summit where "2fast2soon" had also been presented and therefore those members may have thought that would be sufficient;
- 2018 marks the 100th anniversary of the RAF (RAF100) and it was asked how the Future Model of Heritage Services would collaborate with aviation companies to promote this. Councillor Wootten had received a list of planned events for RAF100 at a recent district council meeting and agreed to provide a copy of this for the Public Protection and Communities Scrutiny Committee to consider;

At 12.30pm, Councillors R Wootten and B M Dobson left the meeting and did not return.

- Following the tragedy of the Grenfell Tower fire, it was reported that 200 high-visibility jackets had been purchased for LCC staff to wear in the event of a major incident. The committee had suggested that all councillors would benefit from high-visibility jackets also when in the community, for example inspecting potholes in the road with local residents.

The Chairman thanked Councillors Foulkes and Pepper for the updates. Members were asked to have discussions with the relevant officer for each of their respective scrutiny committees to consider potential content for the Annual Scrutiny Report which was due to be published in May 2018.

RESOLVED

That the work programmes be noted.

84 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

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

The Board was advised that the Property Company item for pre-decision scrutiny would be presented to the meeting on 1 March 2018.

It was also suggested to move the Board's meeting on 26 July 2018 to 30 August 2018 to allow the Quarter 1 2018/19 Performance Report to be considered prior to the meeting of the Executive on 4 September 2018. It was proposed and agreed to discuss this at the next meeting, giving members an opportunity to check their diaries.

The Chairman requested that Appendix A to the report be amended to remove Councillor L A Cawrey and add Councillor R Wootten as Vice-Chairman.

14
OVERVIEW AND SCRUTINY MANAGEMENT BOARD
25 JANUARY 2018

RESOLVED

That the Overview and Scrutiny Management Board Work Programme, including the amendment noted above, be agreed.

The meeting closed at 12.33 pm

Open Report on behalf of Sophie Reeve, Chief Commercial Officer	
Report to:	Overview and Scrutiny Management Board
Date:	29 March 2018
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 November 2017 and January 2018.

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:

1. seek reassurance about the performance of the Corporate Support Services Contract and provide feedback and challenge as required.
2. consider the future presentation of this report, see section 14 below.

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 November 2017 and January 2018 (months 32 to 34 since the service commencement date of 1 April 2015).

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

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 August 2017 to January 2018 broken down by service area.

At the time of writing this report, the KPI results for February 2018 are still to be agreed, which will be by 21 March 2018.

An addendum report detailing February'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 August 2017 to January 2018.

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.

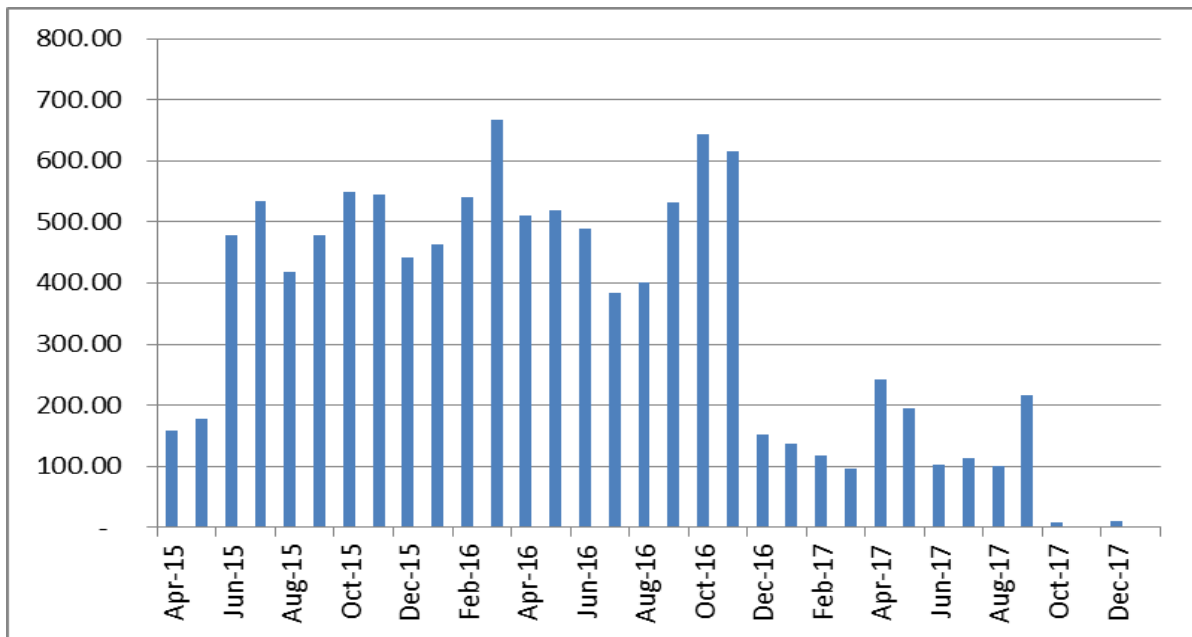
Table 1b shows the total number of abatement points the Serco CSS Contract has attracted in each month since contract start. A total of 1000 points is distributed amongst the KPIs, with each KPI generally attracting between 10-50 points. For each KPI a multiplier is applied to any consecutive months 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					
	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Target Service Level (TSL) achieved	38	36	38	38	38	40
Minimum Service Level (MSL) achieved	1 ^①	2	2	1	1	0
Below Minimum Service Level (MSL)	1 ^①	2	0	0	0	0
Mitigation Agreed	1	1	1	2	2	1
TOTAL	41	41	41	41	41	41

① The August KPI scores for IMT_KPI_01, 02, 05, 07 together with the September KPI score for IMT_KPI_05 and the October KPI score for IMT_KPI_02 all of which related to the network outage in August 2017 have been resolved.

Table 1b: Total monthly abatement points since contract start to January 2018



The picture continues to improve, culminating in the result for January 2018 where zero abatement points were applied for the first time since contract start.

Failed KPIs

Table 8 (in section 9) of this report normally sets out the KPIs which failed to meet the MSL (Red status) during the review period and the effect this failure has on the Council, together with an estimated time to resolve. However, there were no KPI failures during the period November 2017 – January 2018.

Mitigation

Additionally table 9 (in section 10) sets out the background and rationale for the Council granting mitigation during November 2017 – January 2018. 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					
	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Target Service Level (TSL) achieved	9	9	9	9	8	9
Minimum Service Level (MSL) achieved	0	0	0	0	1	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 for the period November 2017 to January 2018.

Payroll

Appendix C to this report shows the payroll contacts received by Serco for the twelve months between February 2017 and January 2018. All contacts received by Serco before August 2017 have been resolved.

Table 3 below shows payroll contacts received by Serco over the last six months (August 2017 – January 2018).

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 5 March 2018. 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 5 March 2018)

Payroll Contacts Received by Serco	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018
Corporate Contacts (of which Resolved / Outstanding)	95 (95/0)	113 (113/0)	133 (132/1)	110 (108/2)	83 (80/3)	138 (126/12)
School Contacts (of which Resolved / Outstanding)	41 (40/1)	85 (85/0)	95 (91/4)	88 (83/5)	38 (34/4)	58 (44/14)
Total Contacts (of which Resolved / Outstanding)	136 (135/1)	198 (198/0)	228 (223/5)	198 (191/7)	121 (114/7)	196 (170/26)
Overall Resolution Rate (Corporate + Schools) (Correct as at 5/3/18)	99.26%	100%	97.81%	96.46%	94.21%	86.73%

The number of Payroll Contacts decreased in December due to normal seasonal trends. 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					
	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Target Service Level (TSL) achieved	11	9	10	11	12	12
Minimum Service Level (MSL) achieved	1 ^①	2	2	1	0	0
Below Minimum Service Level (MSL)	0 ^①	1	0	0	0	0
Mitigation Agreed	0	0	0	0	0	0
TOTAL	12	12	12	12	12	12

① The August KPI scores for IMT_KPI_01, 02, 05, 07 together with the September KPI score for IMT_KPI_05 and the October KPI score for IMT_KPI_02 all of which related to the network outage in August 2017 have been resolved.

IMT have performed strongly against their KPIs during the last quarter with only one result below target service level. To a certain degree this masks some underlying issues, notably the need for the Council to mitigate many of the potential Priority 1 incident failures due to obsolete equipment.

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					
	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Target Service Level (TSL) achieved	7	7	8	8	8	8
Minimum Service Level (MSL) achieved	0	0	0	0	0	0
Below Minimum Service Level (MSL)	1	1	0	0	0	0
Mitigation Agreed	0	0	0	0	0	0
TOTAL	8	8	8	8	8	8

Following the restructure in early October 2017, the CSC achieved all eight KPIs for the first time since January 2016. In the last quarter this trend has continued, again achieving all eight in each of the three months.

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					
	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Target Service Level (TSL) achieved	8	8	8	7	7	8
Minimum Service Level (MSL) achieved	0	0	0	0	0	0
Below Minimum Service Level (MSL)	0	0	0	0	0	0
Mitigation Agreed	1	1	1	2	2	1
TOTAL	9	9	9	9	9	9

There have been no KPI failures within the ACF service area since June 2017 and the Council has granted ongoing mitigation against the two KPIs related to Mosaic, please refer to table 9 (in section 10) 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. The Council and Serco have worked to identify and reduce the issues in the process. The backlog of cases is currently reducing – which is being monitored closely.

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					
	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Target Service Level (TSL) achieved	3	3	3	3	3	3
Minimum Service Level (MSL) achieved	0	0	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

Serco continue to improve and performance remains significantly in excess of their KPI targets, having now achieved the TSL since July 2017.

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, November 2017 - January 2018:

KPI Ref No	Short Description	Effect of performance failure on LCC	Estimated date for resolution
		There were no KPI failures November 2017 – January 2018	

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, November 2017 - January 2018:

KPI Ref No	Short Description	Reason for the granting of Mitigation Relief
ACF_KPI_03	% of new, and change of circumstance, financial assessments for <i>non-res</i> 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.
ACF_KPI_04	% of new, and change of circumstance, financial assessments for <i>residential</i> care completed within 15 Business Days of referral from the Council	As above.

11. KPI Performance Overview

KPI performance across all service areas has been very good with just two results below Target Service Level during the review period.

12. Monitoring IT Projects

At the December 2017 OSMB, it was resolved that a report detailing the KPIs for the delivery of individual IT projects be added to the Overview and Scrutiny Management Board Work Programme for consideration at the next meeting.

In the meantime, it has been identified that the Council currently has approximately 150 active IMT projects, which is a relatively high number for the organisation, and this has been as a result of key issues such as age of equipment and software and a build up of projects arising as a result of turning off the Mouchel pipeline ahead of the service transition to Serco.

Projects may broadly be categorised as either *transformational* - likely to involve improvements to citizen experience or generate savings for the Council, or *transactional* - likely to mitigate risks of service failure, unplanned outage or data breaches, and ensure up-to-date robust services are in place. Many of the projects included in Appendix B are transformational in nature, being those projects committed to by Serco as part of their tender.

Additional information has been included in Appendix B in this report identifying the initial target date for delivery of each project and providing an explanation as to the reasons for delay. Both the Council and Serco have struggled to resource the programme requirements and as a result there have been significant project delivery date slippages since April 2015.

Further the requirement to typically prioritise those transactional projects which 'keep the lights on' has also had an adverse impact on delivery of the transformational projects. This is compounded by the fact that it is not always easy to determine those transactional projects which must be prioritised, not least because each is capable of rapidly becoming a critical matter.

As well as the look back information provided in Appendix B, for the future the intention is to provide a timeline looking forward for each project referred to in Appendix B verifying the current target date and any clear milestones on the way. So that meaningful information can be provided without diverting resource away from project implementation the intention is to cover those top 20 priority projects transformational and transactional within Appendix B.

13. Conclusion

The period November 2017 – January 2018 has built on October's result which presented no red status KPIs for the first time since contract start. Again there were no red status KPIs, and only two rated amber out of a possible 117.

14. Action

In view of the continuing trend above, the Board is invited to consider whether they would wish to see this report presented in a shorter format and on an 'exception reporting' basis going forward.

15. Consultation

a) Have Risks and Impact Analysis been carried out?

-Not Applicable-

b) Risks and Impact Analysis

-Not Applicable-

16. 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 (Feb 2017 – Jan 2018)

17. 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 produced by Arnd Hobohm and Sophie Reeve who can be contacted on 01522 552563 or 01522 552578 respectively. Alternatively, 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 application 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 is still recorded but abatement points not applied. Abatement points affect 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	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
PM_KPI_01	% of Payroll Recipients paid on the Payment Date per month	99.9	99.0	99.98	99.90	99.93	99.93	99.95	99.95
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	99.72	99.46	99.22	99.52	99.50	94.72
PM_KPI_06	Number of People Mgt. Records assessed in Spot Checks to contain errors, omissions or inaccuracies	1	3	0	0	0	1	3	0
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	100.00	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	82.73	87.10	97.89	88.13	89.57	97.50

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

IMT KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
IMT_KPI_01	% Users are able to raise Incidents and make Service Requests (Service Availability?) during Service Desk Hours	99.8	99.3	99.99 ^①	99.82	100.00	100.00	100.00	99.91
IMT_KPI_02	Priority 1 Incidents not Resolved within Resolution Time	1	5	0 ^①	1	0 ^①	0	0	0
IMT_KPI_03	Priority 2 Incidents not Resolved within Resolution Time	3	5	0	2	3	0	0	0
IMT_KPI_04	Priority 1 VIP Incidents not Resolved within Resolution Time	1	5	0	6	2	0	0	1
IMT_KPI_05	Number of Priority 1 Incidents reported to Service Desk	1	5	0 ^①	2 ^①	0	0	1	1
IMT_KPI_06	Number of Priority 2 Incidents reported to Service Desk	3	5	0	5	3	2	0	1
IMT_KPI_07	% Availability of Platinum Applications & Specified Services	99.8	99.3	100.00 ^①	99.95	99.99	100.00	100.00	100.00
IMT_KPI_08	KPI REFERENCE NOT IN USE								
IMT_KPI_09	% Achievement of Service Request Fulfilment within Service Request Fulfilment Time	95	85	95.68	95.01	95.41	97.43	97.59	98.36
IMT_KPI_10	% of CMDB Changes applied within 14 Core Support Hours of the move or change	100	90	100.00	100.00	99.36	99.14	100.00	100.00
IMT_KPI_11	% of project milestones achieved each month	85	70	72.73	87.50	87.50	90.48	87.50	85.71
IMT_KPI_12	% of users who score the IT Service as "Good" or above for IT Incident handling	75	60	79.80	77.00	77.90	82.10	85.40	82.90
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	98.26	100.00	95.31	98.62	98.75	98.89

^① The August KPI scores for IMT_KPI_01, 02, 05, 07 together with the September KPI score for IMT_KPI_05 and the October KPI score for IMT_KPI_02 all of which related to the network outage in August 2017 have been resolved.

Part 3 - Customer Service Centre (CSC)

CSC KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
CSC_KPI_01	% of all Contacts received through Digital Access Channels per month	25 ②	20 ②	21.25	24.08	26.05	28.20	31.08	32.76
CSC_KPI_02	KPI REFERENCE NOT IN USE								
CSC_KPI_03	% avoidable Contact Rate per month - consolidated...	10	15	3.09	2.65	3.09	2.81	2.24	2.34
CSC_KPI_04	% of total Calls that are Abandoned Calls	7	10	12.01	13.29	4.25	2.79	3.09	4.79
CSC_KPI_05	% of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month	95	90	96.62	95.64	98.32	98.85	98.54	98.85
CSC_KPI_06	% First Contact Resolution Rate	85	80	97.46	98.18	98.30	98.32	98.11	98.17
CSC_KPI_07	% of Customers rating their experience of contact as "Good" or better per month	90	85	95.81	96.89	97.71	99.06	98.31	98.15
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	100.00	98.36	100.00	97.78 ③	100.00	100.00
CSC_KPI_10	% of LRSP Calls that are Abandoned Calls	25	30	21.19	20.46	3.48	1.01	0.39	2.49

② 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%

③ CSC_KPI_09 meets the TSL in November despite being below the required percentage because this KPI has a secondary measure which permits a single failure when overall volumes are low.

Part 4 - Adult Care Finance (ACF) Service

ACF KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
ACF_KPI_01	% of ACF First Contact Resolution Rate per month	85	75	98.03	99.49	99.20	99.53	98.80	96.00
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 ④	60 ④	84.13	74.05 mit.	72.74 mit.	70.89 mit.	73.03 mit.	73.61 mit.
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 ④	60 ④	49.92 mit.	76.04	81.96	68.09 mit.	74.45 mit.	80.19
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	99.39	98.90	98.60	100.00	100.00	100.00
ACF_KPI_06	% of Adult Care Income due which is more than 28 days old	5	10	2.33	2.50	1.65	0.94	0.08	0.61
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	100.00	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	99.62	99.29	98.17	98.44	99.38	99.47
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	100.00	100.00	100.00	100.00	100.00	100.00

④ ACF_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) Further mitigation is also currently in place.

Part 5 - Finance Service

Finance KPIs - Detailed Performance Results

KPI	KPI Short Description	TSL	MSL	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
F_KPI_01	% of Undisputed invoices paid in accordance with vendor terms	90 ⑤	75 ⑤	92.62	85.04	94.10	91.49	94.59	92.98
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	2.36	2.01	0.70	0.57	0.77	0.15

⑤ F_KPI_01 TSL and MSL reduced by 5% from July 2017 to 90% and 75% respectively. Previously TSL = 95% and MSL = 80%. Additionally, the TSL and MSL are reduced by a further 5% during the months of April, September, November, January.

Appendix B - Overview of the strategic transformation projects being delivered by Serco

as at 16/03/2018

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 are managed through the technical and project delivery boards. This view is intended to show the impact on the Council's services.

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
External customers / citizens of Lincolnshire	<p>Online and phone booking and payment system for all 6 offender courses offered by the LRSP.</p> <p><i>Outcomes -</i></p> <ul style="list-style-type: none"> • <i>Improved customer experience with 24/7 access to an easy to use self-serve booking/ rebooking/ cancellations process along with access to accurate information.</i> • <i>Improved back office efficiency and service management through automated processes, integration with other systems (finance, police and CSC) service administration and management information.</i> • <i>Reduced costs as a result of increased self-serve and a reduction in the number of calls to the CSC.</i> 	<p><i>ORIGINAL DATE:</i> 31/12/14 <i>CURRENT DATE:</i> May 18</p>	<p>The Channel Shift project is progressing, however has experienced slippage due to delays in finalising contractual arrangements with the Third Party Supplier and reduced Athium and Serco resource availability. Serco have secured additional resource which is available for the projects and are exploring now with LCC ways to allocate this with the aim of ensuring no further slippage and delivering the systems earlier if at all possible.</p> <p>Lincolnshire Road Safety Partnership – User Acceptance Testing (UAT) round 1 complete and UAT round 2 scheduled.</p> <p>The prioritisation of services has been agreed with LCC. The highways fault reporting system will be improved after the LRSP and Registrars system are delivered. In the meantime this provides the opportunity to implement an essential Confirm upgrade within highways. The highways licences system will be delivered after the faults reporting site has been updated and business processes are finalised.</p> <p>(Note we are currently working with the service to bring these dates forward if possible)</p>
Pat Barrett David Betts for Channel Shift and Mark McKinstry for Website	<p>Online and phone fault reporting for highways faults.</p> <p><i>Outcomes -</i></p> <ul style="list-style-type: none"> • <i>Improved customer experience through a simpler and more easy to use online reporting system available 24/7 with improvements to the mapping, searches and fault categories. Also providing more regular and detailed updates on progress.</i> 	<p><i>ORIGINAL DATE:</i> 31/03/15</p> <p>16/12/16 – improvements implemented, work continuing.</p> <p><i>CURRENT DATE:</i> Oct 18</p>	

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
	<ul style="list-style-type: none"> • <i>Improved back office efficiency, productivity and responsiveness through two way exchange of information between the CSC and highways systems and the inclusion of selectable asset layers and hierarchy information. Automated updates for customers.</i> • <i>Reduced costs as a result of increased self-serve and a reduction in the number of calls to the CSC.</i> 		
	<p>End to end appointment booking, payment and management solution for Registrar services.</p> <p><i>Outcomes -</i></p> <ul style="list-style-type: none"> • <i>Improved customer experience through a simpler and easy to use self-serve online booking/ amendment/ cancelation and payment system available 24/7. Fully integrated payment card facility at all offices.</i> • <i>Improved back office efficiency with automated processes and integration to the finance and CSC systems. More efficient allocation of resources and ability to update fees and charge.</i> • <i>Reduced costs as a result of increased self-serve and a reduction in the number of calls to the CSC.</i> 	<p><i>ORIGINAL DATE: 31/05/15</i> <i>CURRENT DATE: 31/08/18</i></p>	

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
	<p>New website and replacement web hosting platform and Content Management System (CMS).</p> <p><i>Outcomes -</i></p> <ul style="list-style-type: none"> • <i>Improved customer experience with a new public facing website which shares information across sites and has a responsive design for access from mobile devices.</i> • <i>Improved back office processes with the ability for Digital Team to create, build and manage Council websites. Able to add modules to CMS to support new functionality, host multiple domains and existing websites and share content across websites.</i> 	<p><i>ORIGINAL DATE:</i> Oct 2015 <i>CURRENT DATE:</i> Aug 18</p>	<p>Initial configuration of CMS 60% complete and CMS demo taken place. Currently working with the Digital Engagement Team lead on final technical configuration of the CMS so the CMS can sign off as fit for purpose and accepted into next stage of the project</p>
	<p>Replacement of Children's Services system Edica – used by parents for schools admissions. <i>Outcomes – functionality will be sustained (this will be a direct replacement for existing software which is no longer available).</i></p>	<p><i>ORIGINAL DATE:</i> 31/03/19 <i>CURRENT DATE:</i> 31/03/19</p>	<p>Proposal (based on third party contract) issued to LCC in December 2018. LCC requested a change in contract length and commercial basis of proposal in February 2018. Discussions ongoing but contract expected to be finalised by end of March 2018 allowing implementation to begin in May 2018.</p>
LCC Finance and HR Services	<p>Process improvements in HR and Payroll:</p> <p>Employee Lifecycle Redesign. <i>Outcomes - internal efficiency of HR Admin and payroll processes and greater ease of use for both Serco back office and LCC staff.</i></p>	<p><i>ORIGINAL DATE:</i> 31/09/15 <i>CURRENT DATE:</i> 30/06/18</p>	<p>Original approach to develop and release new electronic forms as part of 'Business World On!' go-live or shortly afterwards. This timescale slipped due to availability of key Agresso resource and testing environments. Currently being re-planned in line with test environment</p>

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
			availability, approval through 'BWOn!' Governance Board and the LCC pre- process Change Advisory Board. There are 7 forms for Corporate and 7 for Schools.
	Electronic Personnel Files. <i>Outcomes - internal efficiency and ease of use for both Serco back office and LCC Managers as appropriate.</i>	ORIGINAL DATE: 01/04/15 CURRENT DATE: 31/07/18	All new employee files since April 2017 are now electronic. This EPF project to address historical personnel files has been on hold due to resource constraints. A solution design is currently in the final stages of development with the chosen scanning provider.
	Variable Payments and Deductions. <i>Outcomes – reduce the use of manual forms submitted to payroll to meet audit requirements. Direct inputting to BWON will also improve efficiency and ease of use for staff.</i>	ORIGINAL DATE: 31/09/15 CURRENT DATE: 31/04/18	Collaborative workshops in place to finalise adoption and communications across LCC business and Serco Service areas.
	Automatic integration of e-training with Agresso training record. <i>Outcomes - better ability to monitor staff 'must do' training.</i>	ORIGINAL DATE: April 2015 CURRENT DATE: Q2 2018	To be planned and dates confirmed. Dependency on Agresso environments, data cleansing, Biztalk resource and channel shift resource.
LCC General - Technology improvements	Provision of Windows tablets for mobile staff. <i>Outcomes – By providing 3G/4G connectivity frontline workers are able to access Mosaic, corporate email and calendaring whilst out of the office, thus enabling staff to work more efficiently and have timely information to aid decision making.</i>	ORIGINAL DATE: CURRENT DATE: The pilot was completed Q4 2017.	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. <i>Children's Services are planning a phased approach to deploying this technology to their staff. Adults Services are also planning to use the 3G/4G connectivity but with Windows 10 laptops.</i>
	Delivery of network improvements. <i>Outcomes – to provide a more robust, efficient network infrastructure to support LCC service areas in delivering their services.</i>	ORIGINAL DATE: Q3 2018 CURRENT DATE: Q3 2018	High Level Design approved by LCC in January 2018. Implementation work due to begin in Q2 2018 and completed in Q3 2018.

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
	Provision of replacement desktops for staff. <i>Outcomes – to remove aged computers from the LCC estate, and to provide staff with new technology which aids their ability to work more efficiently.</i>	<i>ORIGINAL DATE:</i> n/a <i>CURRENT DATE:</i> Complete	Circa 600 devices have been refreshed to Windows 10, final completion sign-off 31/10/17.
	Upgrade of telephony – for security purposes. <i>Outcomes – to update the current system and improve supportability and provide additional features for the CSC.</i>	<i>ORIGINAL DATE:</i> 01/04/2015 <i>CURRENT DATE:</i> Q3 2018	The Vodafone High Level Design is currently with LCC IMT for review of final comments in order to facilitate approval in March 18.
	Preparation of Lancaster House for staff use. <i>Outcomes – Support Property in realising their rationalisation.</i>	<i>ORIGINAL DATE:</i> 16/10/17 <i>CURRENT DATE:</i> Completed	Infrastructure installed and building ready for occupation. Completed ahead of schedule, with some normal remedial action subsequently.
	Support to provision of new printers/photocopiers/ scanners. <i>Outcomes – provides 'follow me' printing capability to aid staff working in different locations, and reduce printing which is not collected.</i>	<i>ORIGINAL DATE:</i> 30/09/18 <i>CURRENT DATE:</i> 30/09/18	Proof of Concept not yet signed off but implementation of some devices proceeding. Additional requirements are being added to deliverables. Roll out due to complete in Q3 2018.
	Close down of SAP – securing historic data. <i>Outcomes – maintain business as usual provision of pension information, mitigate risk of data loss and/or breach of statutory requirements by Serco/LCC in respect of both HMRC and the Pensions Regulator.</i>	<i>ORIGINAL DATE:</i> 01/06/15 <i>CURRENT DATE:</i> Q2 2018	Requirements have been gathered and supplied to Kier who were to provide costs for re-hosting and extracting data by 23/02/18 but this has not been progressed. Once the above actions have been completed a Project Initiation Document will be created accordingly.
	Enterprise Data Warehouse. <i>Outcomes – increasing ease and efficiency of reporting across Council data.</i>	<i>ORIGINAL DATE:</i> 01/04/15 <i>CURRENT DATE:</i> To restart as LCC project	Following agreement on early closure, the work done to date has successfully been handed over to LCC. The LCC EDW team are now progressing their own EDW project.

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
	Data Centre relocation. <i>Outcomes – maintaining and improving resilience in the event of system failure/ disaster.</i>	<i>ORIGINAL DATE:</i> 31/12/15 <i>CURRENT DATE:</i> 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). File Services migrations and the last set of applications in scope are currently underway and project planning to close end of March.
	Identity Management – including management of starters, movers and leavers. <i>Outcomes – security and efficiency improvements.</i>	<i>ORIGINAL DATE:</i> April – Dec 2015 <i>CURRENT DATE:</i> Q2 2018	The Low Level Design has been approved. The solution implementation is currently being scheduled. Implementation plan to be agreed with Project Sponsor.
	Improved system for reporting HR and IT issues. <i>Outcomes – easier for staff to use, and more efficient to manage.</i>	<i>ORIGINAL DATE:</i> 2/3 complete: MyIT, MyMosaic <i>CURRENT DATE:</i> Q1 2018: MyHR	Technical review completed - project to be initiated and a baselined plan produced. Serco business analysis of 'as-is' and 'to-be' processes to commence prior to design.

Appendix C – Payroll Contacts Received by Serco (Feb 2017 – Jan 2018) (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 **5 March 2018**. 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 August 2017 have been resolved.

Payroll Contacts Received by Serco	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017	Jul 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018
Corporate Contacts (of which Resolved / Outstanding)	137 (137/0)	143 (142/0)	153 (153/0)	135 (135/0)	125 (125/0)	118 (118/0)	95 (95/0)	113 (113/0)	133 (132/1)	110 (108/2)	83 (80/3)	138 (126/12)
School Contacts (of which Resolved / Outstanding)	128 (127/0)	115 (115/0)	63 (63/0)	78 (78/0)	74 (74/0)	52 (52/0)	41 (40/1)	85 (85/0)	95 (91/4)	88 (83/5)	38 (34/4)	58 (44/14)
Total Contacts (of which Resolved / Outstanding)	265 (264/0)	258 (257/0)	216 (216/0)	213 (213/0)	199 (199/0)	170 (170/0)	136 (135/1)	198 (198/0)	228 (223/5)	198 (191/7)	121 (114/7)	196 (170/26)
Overall Resolution Rate (Corporate + Schools) (Correct as at 5/3/18)	100%	100%	100%	100%	100%	100%	99.26%	100%	97.81%	96.46%	94.21%	86.73%

Open Report on behalf of Debbie Barnes, Executive Director for Children's Services

Report to:	Overview and Scrutiny Management Board
Date:	29 March 2018
Subject:	Employee Survey 2017 - Results Report

Summary:

The purpose of this report is to provide an overview of the results of the Employee Survey 2017. This report focusses on the organisation-wide results in 2017 compared to the results from the 2015 Employee Survey. Next steps and key themes emerging at a corporate level are also included.

Actions Required:

The Overview and Scrutiny Management Board is asked to note the results and the conclusions this drawn regarding the workforce and their current experience of LCC as an employer.

1. Background

1.1. Employee Survey 2017

The Employee Survey is managed by LCC People Management with the process and analysis being managed by Serco Organisational Development colleagues. The survey is run biannually with the last survey being conducted in 2015. Prior to this in 2013 we undertook work under the title of Unwritten Ground Rules (UGR's) the output of which was our current values and behaviours and the challenging of psychological rules and behaviours which were barriers to these values and behaviours.

The survey is provided to employees via an online tool (Snap Survey) with paper copies provided to those without online access. Paper copies are input to the online tool to enable analysis across all responses.

We already held the required licenses for the online tool and the support from Serco is provided under the existing service contract for People Management resulting in no additional costs being incurred.

Both the 2015 and 2017 surveys were run in the November-December period to emulate the same external factors, some of which can influence responses to questions. E.g. how employees feel during winter versus how they may feel in summer.

1.2. Process Developments for the 2017 Survey

The 2017 survey includes the same or similar questions to 2015 to allow for direct comparison. There are also some additional questions and changes to questions related to the current organisational context and lessons learnt from the 2015 survey e.g. Fire & Rescue require specific questions.

In an effort to increase participation Fire & Rescue elected to participate using paper copies rather than the online option with Retained Fire Fighters being provided with copies of the survey on their training nights.

The survey remains anonymous and voluntary to preserve authenticity of the responses. The focus for the 2015 survey was re-engagement with the workforce and encouragement to participate, coming as it did immediately after a very difficult period of organisation-wide restructuring. The 2017 survey included additional base information to allow us to drill down and examine specific questions by Director Area, grade, age and length of service, if required.

Whilst the survey remains the key tool for measuring corporate workforce engagement, for Fire & Rescue it is one of a number of data sets they have been working with in 2017 as part of their Peer Review process.

Benchmarking activity took place to determine additional improvements to the process including the style of presentation for the results output to enable ease of comparison to the 2015 results.

1.3. Objectives for the 2017 Survey

- To improve on the participation rate of 50.5% achieved in 2015. Typically, anything over 40% is seen as a very positive result for a voluntary survey.
- To provide both organisation-wide and Director Area specific data. Director Area specific data allows us to consider results against the current context for that area of work and ensure any subsequent actions are specifically targeted for best effect.
- To provide data for specific workforce priority workstreams e.g. retention in hard to recruit to posts and skills development.

Whilst outside the control or influence of the Survey Project Team, it was also hoped the results would demonstrate an improvement on the 2015 results in general.

1.4. The Results

The overall participation rate in 2017 was 56.5% with 2540 responses received. This is a 5% increase on 2015.

The numeric results in comparison to the 2015 survey can be found in Appendix A. These show significant improvements and outstanding levels of positive responses

to many of the questions. The Direction of travel (DOT) is displayed against questions 1-12 and 14–18.

Question 13 relates to current initiatives so is not benchmarked against 2015.

The highest satisfaction rate is:

Q2 "I have the support of my colleagues" 96% which is a 3% increase on 2015

The lowest satisfaction rate is:

Q9 "I have a comfortable working environment" 70% which is a 4% increase on 2015

The highest increase in results since 2015 is:

Q18 "Different views and opinions of employees influence solutions and decisions" At 77% this is a 26% increase on the 2015 result. This reflects the very different position we are in now, two years beyond the last large restructuring exercise where employees felt they had only a low degree of influence.

Free Text Format Responses

Four questions had free text options with three providing supplementary information to other questions and one being a standalone question as indicated below:

6a) Please let us know what factors are key to your sense of achievement (supplementary to Q6)

9a) Focussing on facilities and equipment, what one thing could improve your working environment? (supplementary to Q9)

19) The best thing about working here is ... (supplementary option to a drop down list of choices based on 2015 survey responses)

20) Overall, what one thing do you suggest that would improve working for LCC? (standalone free text responses)

The responses from these have been collated into themes. The results show the lowest satisfaction levels to be:

- IT – both hardware and stability of infrastructure
- Serco – made up of IT and some additional dissatisfaction with other service support functions.
- Property – at the time of the survey the heating on the main Lincoln campus had failed and snagging resolutions were still taking place at the new Lancaster House site which has now, for the most part, been resolved. Other key issues were related to Orchard House, cost of car parking in Lincoln, noise levels in open plan offices and heat and lighting in general across a number of locations. Several issues that emerged were for local management resolution rather than for Corporate Property.

These were also the three top themes from the 2015 survey. Whilst progress has been made with IMT and Serco service delivery it was expected that these would still feature. The Property issues have a different focus to 2015 with much more detail and much less focus on personal feelings about having had to move location as a consequence of the restructuring.

The free format responses displayed mature and well thought through comments from employees whereas the 2015 responses displayed a "protest vote" response.

There is a real desire from the workforce to raise issues that would really make a big difference to them and to do this in a very professional manner. Many have taken the time to thank their managers and some of the corporate services too for their support.

Quote: *Employee Survey 2017 Q19 The best thing about working here is:*

"Doing a job that you enjoy every day, feeling valued, making a positive difference to the people we support and their families/carers, fantastic Line Manager, great colleagues, shared vision, autonomy, creativity, working for an employer who values me and supports my career development. Am proud to work for Lincolnshire County Council and have high job satisfaction".

2. Conclusion & Next Steps

The results of the survey show a very positive shift in perceptions when compared to the 2015 results. Despite the challenges, the workforce, on the whole, see LCC as a good employer that provides opportunities for development and supports its employees. The very positive response regarding how supportive people are to each other, also indicates a very positive working culture.

The results are now being further analysed by Corporate Support Functions, Director Areas and Project Leads to support additional activity specific to these areas and our workforce priorities.

3. Consultation

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

b) Risks and Impact Analysis

The risk of not taking account of the results, not using these to validate projects/actions and not communicating the results and subsequent actions to the workforce has been taken into account.

The Council recognises that our workforce are a valuable resource that requires a voice and deserves a response to the things they raise. The results are used to influence our workforce priority projects.

These risks are mitigated by the next steps activity already underway and communications to the workforce that have already been issued.

3. Appendices

These are listed below and attached at the back of the report	
Appendix A	Numeric Results Employee Survey 2017

4. Background Papers

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

This report was written by Fiona Thompson, who can be contacted on 01522 552207 or fiona.thompson@lincolnshire.gov.uk .

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Lincolnshire County Council and Lincolnshire Fire and Rescue

Employee Survey 2017 Results

Overall 2540 surveys were completed achieving a response rate of 56.5% which is a 5% improvement on the 2015 rate.

The results in this report are based on responses from Lincolnshire County Council (LCC) and Lincolnshire Fire and Rescue (LFR) employees. 4464 employees were invited to take part in the survey and in addition to this 32 Agency staff also completed the survey making the baseline figure 4496. There were 213 employees from the 0-19 service who only joined Lincolnshire County Council on 1st October 2017 and were therefore exempt from the survey on this occasion.

The number of electronic responses submitted through the SNAP survey was 2291 with 249 paper copies being received. The split between paper copies was 28 LCC and 221 LFR.

The percentages in this report are rounded therefore some figures may not sum to 100%. In the table below the 'Agree' column combines those answering 'Agree' and 'Strongly Agree' and the 'Disagree' column combines those answering 'Disagree' and 'Strongly Disagree'. The figure shown in brackets relates to the change in percentage between the 2015 and 2017 results where the same question was asked. For example, '+22' underneath '84%' means that in 2017 employees that selected 'Agree' or 'Strongly Agree' increased by 22 percentage points from 2015. If a question was new for 2017 it has been specified in the table below. The Direction of Travel (DOT) column indicates whether the results for each question have improved or declined since the 2015 survey.

Overall Summary

Overall (in comparable results) there has been an improvement across all questions in the survey since 2015. The highest scoring question was number 2 at 96% (I have the support of colleagues), and the lowest scoring question was number 9 at 70% (I have a comfortable working environment with good facilities and equipment). The question with the largest improvement since 2015 was number 18 with an increase of 26% (Different views and opinions of employees influence solutions and decisions).

Breakdown of Results by Director Area

Director Area	2017 Survey Responses	% of Director Area Completed Survey
Adult Care & Community Wellbeing (Adult Care)	422	68%
Adult Care & Community Wellbeing (Public Health)	58	116%
Children's Services	708	52%
Commercial	67	96%
Environment & Economy	516	65%
Finance & Public Protection	527	58%
Lincolnshire Fire & Rescue (LFR)	236	34%

Question		DOT	Agree	Disagree	Comparison to past results
1	My contributions are recognised and valued	↑	84% (+22)	16%	<p>■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree</p> <p>2017: 2 (Strongly Disagree), 14 (Disagree), 69 (Agree), 14 (Strongly Agree)</p> <p>2015: 7 (Strongly Disagree), 31 (Disagree), 57 (Agree), 5 (Strongly Agree)</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>
2	I have the support of colleagues	↑	96% (+3)	4%	<p>■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree</p> <p>2017: 1 (Strongly Disagree), 3 (Disagree), 59 (Agree), 37 (Strongly Agree)</p> <p>2015: 1 (Strongly Disagree), 6 (Disagree), 54 (Agree), 39 (Strongly Agree)</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>

Question		DOT	Agree	Disagree	Comparison to past results
3	My strengths and talents are recognised	↑	82% (+11)	18%	<p> ■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree </p> <p> 2017: 3, 16, 67, 15 2015: 5, 24, 61, 10 </p>
4	I have opportunities to use my strengths and talents in my role	↑	83% (+3)	17%	<p> ■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree </p> <p> 2017: 2, 15, 66, 17 2015: 3, 17, 67, 13 </p>
5	I have opportunities to develop myself both personally and professionally <i>New question for 2017</i>	↔	77% (-)	23%	<p> ■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree </p> <p> 2017: 4, 19, 61, 16 2015: 0, 0, 100, 0 </p>
6	I have a job which provides me with a sense of achievement	↑	82% (+8)	18%	<p> ■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree </p> <p> 2017: 2, 16, 62, 20 2015: 5, 21, 58, 16 </p>

Question		DOT	Agree	Disagree	Comparison to past results
7	I have the freedom and empowerment to organise my own work and try new ways of doing things	↑	82% (+6)	18%	<p>■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree</p> <p>2017: 2 (Strongly Disagree), 15 (Disagree), 62 (Agree), 20 (Strongly Agree)</p> <p>2015: 3 (Strongly Disagree), 21 (Disagree), 59 (Agree), 17 (Strongly Agree)</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>
8	In the current financial and political climate, I understand why difficult decisions have to be made	↑	91% (+3)	9%	<p>■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree</p> <p>2017: 1 (Strongly Disagree), 7 (Disagree), 73 (Agree), 19 (Strongly Agree)</p> <p>2015: 2 (Strongly Disagree), 10 (Disagree), 73 (Agree), 15 (Strongly Agree)</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>
9	I have a comfortable working environment with good facilities and equipment	↑	70% (+4)	30%	<p>■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree</p> <p>2017: 5 (Strongly Disagree), 25 (Disagree), 58 (Agree), 12 (Strongly Agree)</p> <p>2015: 7 (Strongly Disagree), 27 (Disagree), 57 (Agree), 9 (Strongly Agree)</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>
10	I feel that LCC/LFR delivers good services to the people of Lincolnshire	↑	90% (+11)	10%	<p>■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree</p> <p>2017: 1 (Strongly Disagree), 9 (Disagree), 77 (Agree), 13 (Strongly Agree)</p> <p>2015: 2 (Strongly Disagree), 19 (Disagree), 72 (Agree), 7 (Strongly Agree)</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>

Question		DOT	Agree	Disagree	Comparison to past results
11	I have a clear sense of how the work I do contributes to the delivery of LCC's/LFR's outcomes and vision	↑	90% (+7)	10%	<p>■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree</p> <p>2017: 1 (Strongly Disagree), 9 (Disagree), 71 (Agree), 19 (Strongly Agree)</p> <p>2015: 2 (Strongly Disagree), 15 (Disagree), 69 (Agree), 14 (Strongly Agree)</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>
12	I have a sense of pride in working for LCC/LFR	↑	88% (+16)	12%	<p>■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree</p> <p>2017: 1 (Strongly Disagree), 11 (Disagree), 65 (Agree), 23 (Strongly Agree)</p> <p>2015: 4 (Strongly Disagree), 24 (Disagree), 59 (Agree), 13 (Strongly Agree)</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>
13	<p>Please indicate which of the following you are aware/not aware of</p> <p><i>New question for 2017</i></p> <ul style="list-style-type: none"> -The new Performance and Development Appraisal system and how my behaviours now impact on my performance -Core Values and Behaviours -The Employee Benefits LCC offers -Wellbeing and personal development e-learning information -My safeguarding responsibilities -That we have a Whistle Blowing policy and process -The work of other Director Areas (not asked in LFR survey) My Information Governance responsibilities 				<p>■ Not aware of ■ Aware of</p> <p>Performance and Development Appraisal system: 10 (Not aware), 89 (Aware)</p> <p>Core Values and Behaviours: 3 (Not aware), 97 (Aware)</p> <p>Employee Benefits LCC offers: 20 (Not aware), 80 (Aware)</p> <p>Wellbeing and personal development e-learning: 10 (Not aware), 90 (Aware)</p> <p>My safeguarding responsibilities: 3 (Not aware), 96 (Aware)</p> <p>Whistle Blowing policy and process: 10 (Not aware), 89 (Aware)</p> <p>The work of other Director Areas: 35 (Not aware), 65 (Aware)</p> <p>My Information Governance responsibilities: 3 (Not aware), 97 (Aware)</p> <p>0% 20% 40% 60% 80% 100%</p>

Question		DOT	Agree	Disagree	Comparison to past results
14	LCC/LFR uses its resources appropriately and spends public money responsibly <i>New question for 2017</i>	↔	73% (-)	27%	<p>■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree</p> <p>2017 4 23 66 7</p> <p>2015 0</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>
15	I believe LCC / LFR is an ethical organisation that treats its employees with respect <i>New question for 2017</i>	↔	87% (-)	13%	<p>■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree</p> <p>2017 2 11 74 13</p> <p>2015 0</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>
16	I'm kept informed about what goes on around here	↑	74% (+17)	26%	<p>■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree</p> <p>2017 3 22 67 7</p> <p>2015 8 35 52 5</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>
16a	We have team meetings (LCC & LFR) <i>New question for 2017</i>	↔	89%	11%	<p>■ No ■ Yes</p> <p>2017 11 89</p> <p>2015 0</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>

Question		DOT	Agree	Disagree	Comparison to past results
16b LCC	<p>I have regular 1-2-1's / supervision sessions (LCC only)</p> <p><i>New question for 2017</i></p>	↔	87%	13%	<p>■ No ■ Yes</p> <p>2017 13 87</p> <p>2015 0</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>
16b LFR	<p>I read the weekly bulletin (LFR only)</p> <p><i>New question for 2017</i></p>	↔	84%	14%	<p>■ No ■ Yes ■ Did not respond</p> <p>2017 14 84 2</p> <p>2015 0</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>
16c LCC	<p>I read the twice weekly Int Comms News Lincs email bulletin (LCC only)</p> <p><i>New question for 2017</i></p>	↔	88%	12%	<p>■ No ■ Yes</p> <p>2017 12 88</p> <p>2015 0</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>
16c LFR	<p>I read the quarterly "Fired Up" magazine (LFR only)</p> <p><i>New question for 2017</i></p>	↔	64%	35%	<p>■ No ■ Yes ■ Did not respond</p> <p>2017 35 64 2</p> <p>2015 0</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>

Question		DOT	Agree	Disagree	Comparison to past results
17	<p>Most of the time I maintain a good level of resilience and wellbeing</p> <p><i>New question for 2017</i></p>	↔	93% (-)	7%	<p>■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree</p> <p>2017 1 6 77 16</p> <p>2015 0</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>
18	<p>Different views and opinions of employees influence solutions and decisions</p>	↑	77% (+26)	23%	<p>■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree</p> <p>2017 3 20 69 8</p> <p>2015 9 40 46 5</p> <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>
19	<p>The best thing about working here is ...</p>				<p>Employee benefits 1%</p> <p>Flexible working 23%</p> <p>Opportunities for self development 4%</p> <p>Serving the public 17%</p> <p>Supportive management 5%</p> <p>The people I work with 24%</p> <p>The variety of work 14%</p> <p>Other (please see text responses) 11%</p> <p>Did not respond 1%</p> <p>0% 5% 10% 15% 20% 25%</p>

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

Report to:	Overview and Scrutiny Management Board
Date:	29 March 2018
Subject:	Current and Future Scrutiny Reviews

Summary:

This report updates the Board on current scrutiny reviews and invites the Board to consider potential topics for future scrutiny review.

Actions Required:

That the Overview and Scrutiny Management Board:

- 1) notes the position regarding current scrutiny reviews
- 2) establishes a working group to carry on the work so far undertaken by Scrutiny Panel A in relation to the scrutiny review entitled "Future IT Provision to Support Council Working Practices"
- 3) considers the potential topics for future scrutiny review and decides which, if any, should be progressed.

1. Background

This report updates an original report that was published for the Board's meeting on 1 March 2018, which was cancelled due to adverse weather conditions.

The enforced delay in consideration of future review topics has allowed reflection on the status of the current reviews and for a recommendation to be made to today's meeting of the Board.

As members will be aware, at its meeting on 25 January 2018 the Overview and Scrutiny Management Board instructed officers to consider a number of topics submitted for potential scrutiny review. The view was that topics could be listed to enable the Panels to be in a position to continue work at the conclusion of their current reviews. Members of the Board were invited to submit proposals for scrutiny review and these proposals are outlined in this report.

In considering current and future reviews the Board will always wish to be mindful of the following:

The purpose of scrutiny is ultimately to improve the quality of lives of local people through improved public services. To justify the resources allocated to scrutiny it is important to be able to demonstrate that scrutiny work adds value and makes a difference to local people.

The impact scrutiny has can be measured in two ways:

Outputs – quantitative expressions of the activities being reviewed. These can be expressed in financial terms to show return on investment.

Outcomes – what stakeholders experience as a result of the review, for example if the local community recognises an improvement. The Council and its partners could also be stakeholders when the recommendations relate to internal processes.

While assessing the suitability of topics for review, members are reminded to also consider the potential call on resources to support these reviews. In particular they should have in mind the cost of officer time in supporting the various meetings of the scrutiny panels, from the relevant service areas as well as Democratic Services. The expense of members attending panel meetings against potential benefits/outcomes should also be a consideration when assessing the value of scrutiny reviews.

Members may also want to 'share the load' among service areas to ensure that scrutiny does not have a negative impact in terms of resources. Consecutive or concurrent reviews in one service area could be considered unhelpful and cause undue pressure.

2. Status of Current Reviews

Street Lighting Review

This review has looked at the impact of the change in the Street Lighting Policy to turn street lights off in certain areas between midnight and 6am.

The review is considering topics including the environment, road collisions, crime rates, fears about safety and crime, emergency services, health and public health services, the impact on businesses and the night time economy.

A key aim of the review has been to ensure that the Council's Street Light Policy in relation to part night lighting is being managed to minimise any adverse impact on the communities in Lincolnshire affected by the changes.

From the start of the review, the Scrutiny Panel agreed that a key priority was to engage and listen directly to the people who live and work in Lincolnshire. A survey was developed to invite views from members of the public and was promoted via County News at the end of November. The survey attracted in excess of 5,000 responses.

The Scrutiny Panel has heard a range of evidence in order to form a better understanding of the matters relating to part night street lighting and is currently considering the recommendations to put forward to the Executive.

Future IT Provision to Support Council Working Practices

During recent discussions between the Chairman of the Board, councillors and officers, the progress of the scrutiny review entitled: "Future IT Provision to Support Council Working Practices" was considered and a proposed course of action was agreed to be considered by the Board today.

Members of the Board will recall from the July 2017 meeting that the intention of this review "would look at the impact of current IT provision on council working practices with particular reference to the potential for enhancing roles by means of updated IT provision.

"The Review would consider ways of maximising the use of IT, what opportunities are available to communicate better and the costs involved."

Since the commencement of the review it has become apparent that certain building blocks need to be in place before consideration of future technologies can be properly considered. Whilst the emphasis of the review has been on future IT provision, it has not been possible to separate past and present circumstances from future plans.

That being the case, it is suggested that the review is unlikely to meet the expectations of the panel and the Board.

Furthermore if the review were to continue on its current course then it would not meet the criteria set out for successful scrutiny. What has also become clear is the high level of interest that members have in improving the Council's IT provision and that the considerable knowledge already acquired should not be lost.

The Chairman of the Scrutiny Panel is of the view that a six-month review does not allow sufficient opportunity to delve into the detail of the topic. She welcomes the prospect of making a greater contribution through a more in-depth study within a working group setting.

Therefore it is proposed that a working group of members and officers is established to allow member engagement in this important area. Volunteers are sought from members with a particular interest in IT, specifically relating to service delivery.

If the Board is agreeable to this proposal then members are invited to nominate a review topic to be allocated to Scrutiny Panel A.

3. Future Review Topic Proposals

Officers have discussed potential topics with the sponsors of those ideas and evaluated the potential benefits from any review against the prioritisation toolkit.

Prioritisation is a key tool for successful scrutiny. Selecting the right topics where scrutiny can add value is essential for scrutiny to be a positive influence on the work of the Council.

Scrutiny 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.

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

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?

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?

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)?

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

Criteria for not 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.

Roundabout Sponsorship

The Highways and Transport Scrutiny Committee considered 'Roundabout Sponsorship' at its meeting on 22 January 2018. The Committee unanimously recommended that support should be sought from the Overview and Scrutiny Management Board for a Scrutiny Review Panel to be established to examine this topic in more detail.

Scope of Proposal

This scrutiny review would focus on reviewing the current 'Sponsorship of Highway Planting' policy. The current policy dealing with the sponsorship of roundabouts (HAT 63/1/10) has been in existence since 1996.

It is proposed that the scrutiny review consider and develops the policy to enable effective management of roundabout sponsorship in Lincolnshire, including:

- consider and debate the merits of commercial roundabout advertising, including reviewing current signage standards and associated road safety implications and concerns.
- whether the county council wanted to stimulate activity, and the level of sponsorship the council would look to encourage/promote
- consider the current appetite amongst district councils for sponsorship of roundabouts
- whether the policy is accessible to potential sponsors and encourages businesses to sponsor roundabouts
- consider further promoting and developing the economic and commercialisation aspect of the policy
- consider whether sponsoring other verges could also be an option as part of this policy

Additional Information

The current '*Sponsorship of Highway Planting*' policy provides a framework for the approval of planting schemes being licenced by the County Council as Highway Authority. Governance arrangements are in place where sponsorship deals are managed by Lincolnshire's District/Borough/City Councils working with their chosen commercial providers.

The Highway Authority's role is limited to approving the planting scheme on highway safety grounds and issuing the licence to use highway ground. The County Council receives no income from these sites. The maintenance costs are borne by the applicant, thus reducing the Authority's financial commitment.

There are currently around 60 agreements in place with the majority being in the City of Lincoln area. Currently the County Council does not directly manage or operate any sponsorship deals.

Transitions

Scope of Proposal

This scrutiny review could focus on young people as they transition from Children's Services to Adult Services, in the following two areas:

- SEND (Special Education Needs and Disability), including: -
 - Learning Disability
 - Autism
- Looked After Children

As part of the review, there would be engagement with young people and their carers, as well as consideration of services in other local authority areas and best practice.

In relation to Looked after Children element, the scrutiny review could take account of the implications of the Children and Social Work Act 2017, increasing the age of eligibility for support for care leavers, from the age of 21 to 25.

Implications of the Children and Social Work Act 2017

Scope of Proposal

The Children and Social Work Act 2017 places additional responsibilities for care leavers on Lincolnshire County Council, and will increase the complexity of working relationships between ourselves and partner agencies.

This scrutiny review would explore the new responsibilities, including the developing corporate parenting responsibility for housing up to the age of 25 and the involvement of district councils, as housing authorities, in delivering this.

Additional Information

Under the previous legal framework, all care leavers were entitled to receive support from a Personal Advisor until they reached the age of 21. This provision has been extended to all care leavers up to the age of 25. In addition, local authorities have to consult and publish their 'local offer' for care leavers. The Department for Education has indicated that examples of good practice in local offers will include:

- providing care leavers with access to specialist advice on housing options prior to them leaving care;
- housing authorities choosing to give reasonable preference to care leavers in social housing allocations;
- preventing homelessness amongst care leavers and – where a care leaver does become homeless – taking action to assist the young person to secure accommodation;
- providing intensive support to help care leavers maintain tenancies, including training on managing their finances and rent arrears; and
- taking a corporate decision to exempt care leavers from paying Council Tax.

Social mobility

Scope of Proposal

The Social Mobility Commission has published a report State of the Nation 2017: Social Mobility in Great Britain, which ranked each Council area in England according to 16 indicators. The indicators covered the major life stages of early years, school, youth and working lives.

The rankings showed a marked difference between the council area in Lincolnshire with the most social mobility and the one with the least.

This review would examine those indicators where there was a marked differences within Lincolnshire and focus on how the Council could better promote social mobility within the county.

Community Cohesion

A proposal has been received to review Community Cohesion across the County. The proposal references a review being undertaken by the Communities and Wellbeing Overview and Scrutiny Committee at South Kesteven District Council.

There could be a risk of duplication of the work of SKDC and other district councils who are required to have due regard to community cohesion issues in their area. The conclusions of the SKDC work may well be of interest to the Public Protection and Communities Scrutiny Committee in due course and could assist them in forming a view as to whether a countywide review would be beneficial.

4. Evaluation

a) Roundabout sponsorship

The highways service area is currently supporting the part-night street lighting review. Previous convention has been not to select the same service area for consecutive reviews, because of resource implications and the risk that scrutiny might become overly pre-occupied with one area of the Council's business.

Members may wish to reflect on whether this issue is of sufficient importance to warrant the level of resource that is applied in a scrutiny panel review.

b) Impacts of the Children and Social Work Act 2017

There have been two separate proposals for reviews. One a broader review of the overall implications of the Act and the second a more specific review looking at how increasing the age of eligibility for support from 21 to 25 has impacted two particular groups – Looked After Children and those with Special Educational Needs and Disability.

Children's Services have indicated that either review would be of merit. The Board, mindful of the criteria for scrutiny reviews, will need to consider if the overall review would be too broad. The Board may take the view that either it or the Children and Young People Scrutiny Committee would need to gain a greater understanding of the Act in order to identify the scope for the most meaningful review.

c) Social Mobility

A proposal has been made to consider the issue of social mobility across the county. This proposal has been triggered by a report published by the Social Mobility Commission, which, amongst other things, identified that two areas of Lincolnshire had markedly contrasting levels of social mobility.

The proposal suggests a lack of understanding of the reasons for this difference. However feedback from officers has been that there is understanding of the reasons, but there is support for a review focusing on ways to improve this situation.

The Board may wish to consider if it should receive a report identifying the reasons for the current situation in the county before defining and commissioning a review.

The Board may also wish to be mindful about the strain on resources for service areas supporting concurrent reviews.

5. Review Tools

In considering these and future proposals the Board may wish to reflect on the various review tools available to it. Scrutiny Panel Review remains the most significant and high profile review method, but this may not always be the most appropriate course of action. Working groups continue to be a fruitful mechanism and stand-alone reports to committee and, where relevant, visits to specific sites, can also be effective.

6. Conclusion

This report updates members of the Board on the current scrutiny reviews and provides members of the Board with proposals for future scrutiny reviews and invites their consideration.

7. Consultation

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

Yes

b) Risks and Impact Analysis

The actions, if agreed are not considered to have any risk or impact implications.

8. Appendices

No appendices.

9. Background Papers

No background papers.

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

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Policy and Scrutiny

**Open Report on behalf of Richard Wills,
Director responsible for Democratic Services**

Report to:	Overview and Scrutiny Management Board
Date:	29 March 2018
Subject:	Scrutiny Committee Work Programmes: - <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee

Summary:

In accordance with the Overview and Scrutiny Management Board's agreed programme, this report sets out the work programmes of the Environment and Economy Scrutiny Committee, Flood and Water Management Scrutiny Committee and Highways and Transport Scrutiny Committee.

This item allows in-depth consideration of these work programmes; both in terms of the outcomes from the items considered and intended future activity.

Actions Required:

- (1) The Overview and Scrutiny Management Board is invited to consider whether it is satisfied with the content of the work programmes of:
 - the Environment and Economy Scrutiny Committee (Appendix A to this report);
 - the Highways and Transport Scrutiny Committee (Appendix B to this report).
- (2) Depending on its decisions in (1) above, the Overview and Scrutiny Management Board is invited to make suggestions on the content of the work programmes of the two committees listed above.

1. Background

One of the roles of the Overview and Scrutiny Management Board is to challenge, review and hold to account the work programmes of each scrutiny committee.

On 29 June 2017, the Board agreed a process whereby the work programme of each scrutiny committee would be considered on a quarterly basis to allow for more in-depth consideration. To facilitate this, the chairman of each scrutiny committee would be invited to provide an update on the work of their committee and any working groups, and highlight future items that their committee will be focussing on.

Scrutiny Committee	First Review	Second Review	Third Review
Adults and Community Wellbeing	27 Jul 2017	30 Nov 2017	29 Mar 2018
Health			
Children and Young People	28 Sept 2017	25 Jan 2018	26 Apr 2018
Public Protection and Communities			
Environment and Economy	26 Oct 2017	22 Feb 2018	24 May 2018
Highways and Transport			
Flood and Water Management			

Environment and Economy Scrutiny Committee

The work programme of the Environment and Economy Scrutiny Committee is attached at Appendix A. Councillor Tony Bridges, the Chairman of the Environment and Economy Scrutiny Committee, will be making a statement to provide supporting information on the content of the work programme.

Highways and Transport Scrutiny Committee

The work programme of the Highways and Transport Scrutiny Committee is attached at Appendix B. Councillor Mike Brookes, the Chairman of the Highways and Transport Scrutiny Committee, will be making a statement to provide supporting information on the content of the work programme.

2. Conclusion

As part of the new reporting arrangements of the work programmes of scrutiny committees, the Overview and Scrutiny Management Board is asked to consider the work programmes of the Environment and Economy Scrutiny Committee and the Highways and Transport Scrutiny Committee.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Environment and Economy Scrutiny Committee
Appendix B	Highways and Transport Scrutiny Committee

5. Background Papers

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

This report was written by Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

Environment and Economy Scrutiny Committee

October 2017 – January 2018

The Environment and Economy Scrutiny Committee combines two areas of responsibility - Protecting & Sustaining the Environment and Sustaining & Growing Business & the Economy.

GLEP Accountable Body

The Committee has continued to support the role of Lincolnshire County Council as Accountable Body of the Single Local Growth Fund (SLGF) operated on behalf of Greater Lincolnshire LEP. The Committee has reviewed and monitored updates on the SLGF to provide a robust scrutiny and support officers in continuing to work with the LEP to ensure that projects progress agreements in order to support the delivery of strategic priorities.

In November the Committee resolved to support a formal recommendation to the Executive Councillor for Economy and Place as follows. *"In order to maximise the level of funding allocated to Greater Lincolnshire LEP and to avoid funding being lost it is recommended that officers are empowered to move funding between measures in the programme as long as they have taken steps to understand all bids that partners are planning to make; and, they do not move money to a measure which then jeopardises the prospects of an LCC or partner project being able to bid for funding".*

Environment and Economy Performance Measures

The Committee has continued to review and challenge the performance indicators and endorsed officers in reviewing the performance targets to provide measures which better reflect the overall performance of the service area.

The Committee has continued to highlight two performance indicators which are regularly not being met, specifically in connection with the proportion of waste received at Household Waste Recycling Centres that was recycled, and the proportion of waste collected by Lincolnshire's District Councils that was recycled. The Council together with its partners is currently in the process of preparing a new Waste Management Strategy which will be considered by the Committee later in 2018 and will look to address these concerns.

The Third Carbon Management Plan

In November the Committee supported the proposal for the development of the Third Carbon Management Plan to support aims to reduce UK emissions by 34% by 2020 and by 80% by 2050. The Committee endorsed the work of the second Carbon Management Plan as current figures suggested that the Council was on target to meet its targets of reducing carbon emissions by 22% and with an ambition to reduce energy costs by £2m. The current figures demonstrated a 17.5% reduction from the 2011/12 baseline.

Priorities for National Infrastructure - Response to National Infrastructure Assessment

In January 2018 the Committee considered the council's response to the National Infrastructure Assessment which looks to underpin national policy towards economic infrastructure investment for the next thirty years. Members of the Committee were given the opportunity to consider the draft response towards the end of December and provide feedback to officers. Feedback received was included in the final response, however officers have confirmed that there will be further opportunities to respond to the Assessment in the future.

The Committee endorsed a response which seeks to strengthen areas which are of relevance to the county, while evidencing the present and future potential contribution of more rural areas to the national economy.

The Committee will continue to consider the National Infrastructure Assessment as required to promote local interests.

Greater Lincolnshire Local Industrial Strategy

In January 2018 the Committee considered an initial report on work to develop a Greater Lincolnshire Local Industrial Strategy.

The Committee endorsed that LCC takes a strong role in helping the LEP to produce the local industrial strategy. The Committee will continue to take an opportunity to understand and engage with members during the development process which will ensure the strategy responds effectively to local priorities.

The Committee also supported to receive regular reports on the progress of the local industrial strategy development and to offer advice/support to the LEP during the preparation of the local industrial strategy.

Future Work Planned

The Committee continues to actively monitor and have input into the future work programme. In addition, the Committee will consider a number of key items over the coming period, this includes:

- Consideration of the government's 25 Year 'Environment Plan' to help the natural world regain and retain good health.
- Implementing the Outcomes of the Utility Study
- Joint Municipal Waste Management Strategy
- Greater focus on rural broadband provision in Lincolnshire following a specific request from the Committee to review the outcomes of the broadband project.

The forward Work Programme for the Committee is shown below:

10 APRIL 2018 – 10:00am		
Item	Contributor	Purpose
A Green Future: 25 Year Plan to Improve the Environment	David Hickman, Growth & Environment Commissioner	Consideration of the Governments 25 Year Environment Plan to help the natural world regain and retain good health.
Implementing the Outcomes of the Utility Study	Andy Brooks, Commissioning Manager (Regeneration Programme)	
Updating the Joint Flood Risk and Drainage Management Strategy	David Hickman, Growth & Environment Commissioner	To shape the second edition of Lincolnshire Joint Flood Risk Strategy, with particular focus on integrating economic and environmental benefits
Capital Board Business Cases	Jade Elkington, Justin Brown, Commissioner for Economic Growth	
Joint Municipal Waste Management Strategy	Matthew Michell, Senior Commissioning Officer (Waste)	

22 MAY 2018 – 10.00am		
Item	Contributor	Purpose
Quarter 4 Performance Report (1 January to 31 March 2018)	Justin Brown, Commissioner for Economic Growth; David Hickman, Growth and Environment Commissioner	Review of the Key Performance and Customer Satisfaction Information
Co-commissioning Historic Environment Services	David Hickman, Growth & environment Commissioner	To shape development of a more integrated approach to LCC services relating to the historic environment.
Rural Broadband Provision	Steve Brookes Lincolnshire Broadband Programme Manager	

10 JULY 2018 – 10.00am		
Item	Contributor	Purpose
Greater Lincolnshire Local Industrial Strategy	Justin Brown, Commissioner for Economic Growth; Ruth Carver, Commissioning Manager (LEP)	Review of the initial work undertaken on the Greater Lincolnshire Local Industrial Strategy

18 SEPTEMBER 2018 – 10.00am		
Item	Contributor	Purpose
Quarter 1 Performance Report (1 April to 30 June 2018)	Justin Brown, Enterprise Commissioner; David Hickman, Growth and Environment Commissioner	Review of the Key Performance and Customer Satisfaction Information

30 OCTOBER 2018 – 10.00am		
Item	Contributor	Purpose
Greater Lincolnshire Local Industrial Strategy	Justin Brown, Commissioner for Economic Growth; Ruth Carver, Commissioning Manager (LEP)	Review of the work undertaken on the Greater Lincolnshire Local Industrial Strategy

27 NOVEMBER 2018 – 10.00am		
Item	Contributor	Purpose
Quarter 2 Performance Report (1 July to 30 September 2018)	Justin Brown, Commissioner for Economic Growth, David Hickman, Growth and Environment Commissioner	Review of the Key Performance and Customer Satisfaction Information.

Items to be programmed

- Third Carbon Management Plan - Vanessa Strange, Accessibility and Growth Manager

Highways and Transport Scrutiny Committee

October 2017 – January 2018

Lincolnshire Highways 2020

The Committee has continued to give regular consideration to the work being undertaken as part of Lincolnshire Highways 2020. In November 2017 the Committee considered a pre-decision scrutiny item on the replacement options available and which future option would be best suited to Lincolnshire County Council. The Committee has continued to support the involvement of members in the Highways 2020 working group which has been a very rigorous process. The Committee continues to scrutinise regular updates on the progress Lincolnshire Highways 2020 at alternate meetings, and will consider key milestones in the project as required.

Network Rail

The Committee continues to engage with Network Rail on an annual basis. In October 2017 the Committee considered an update on the strategic direction for the development and delivery of schemes which interact with the railways infrastructure in Lincolnshire. The Committee sought assurance from Network Rail that good future progress would continue on the joint schemes between Network Rail and the County Council. The Committee also welcomed the excellent work undertaken on the 72 hour blockade of the railway line as part of a major engineering operation for the Lincoln Eastern Bypass. This work had been successfully delivered with only one minor problem and was a key milestone.

Major Highways Schemes

The Committee continues to receive regular updates on the Major Highways Schemes as part of the quarterly performance report. This includes the Lincoln Eastern Bypass which is the County Council's largest Highway scheme with a budget of £99.6m and a DfT grant of £49.95m. In January 2018 the Committee received an update on the current status of this project following Carillion going into liquidation on 15 January 2018. The Committee will continue to review the situation with the Lincoln Eastern Bypass going forward.

In addition, the Committee continues to review the progress made towards other major schemes including: the Grantham Southern Relief Road, A17/A151 Peppermint Junction, Holbeach, Spalding Western Relief Road, North Hykeham Relief Road and Lincolnshire Coastal Highway.

The Committee will continue to scrutinise the Major Highways Schemes on a quarterly basis and as and when required.

CCTV Trial Enforcement

In December 2017 the Committee reviewed the progress of the CCTV enforcement trial implemented outside eight schools within the County. The Highways and Transport Scrutiny Committee previously supported and recommended that Lincolnshire County Council implement a trial scheme to monitor motorist's behaviour on school keep clear markings. The scheme was implemented in January 2017 and is currently ongoing.

The Committee endorsed that a decision be taken as to the future operation of the trial scheme, and for the trial be extended for a further 12 months and an additional feasibility study be carried out to examine the benefits from increasing from one vehicle to two or using fixed point CCTV for enforcement outside of schools.

Highways Grass Cutting / Control of Weeds within the Highway

In November 2017 the Committee considered reports on the control of weeds within the public highway and the maintenance of highway grass within the public highway. These items were presented following a request from the Committee to review these areas of policy and to provide detailed information on the delivery aspects of the service.

With regards to the control of weeds within the public highway, The Committee acknowledged current budget limitations but highlighted the relatively small cost (£130k) of the service and the identified budget pressure of £20,000 due to the increased delivery costs associated with the single-spray policy. The Committee recommended that this be considered against the risk of potential higher maintenance costs in the future, owing to the impact increased weed growth could have on structural damage to the Highway. *The Committee resolved to support a formal recommendation to the Executive / Executive Councillor for Highways, Transport and IT that the current Highways weed spraying single-spray policy be reviewed and consideration given to increase the number of treatments as part of the budget setting process for 2018/19.*

Roundabout Sponsorship

The Highways and Transport Scrutiny Committee considered 'Roundabout Sponsorship' at its meeting on 22 January 2018. This item provided the Committee with the opportunity to review the current policy which has been in existence since 1996.

The Committee unanimously recommended support should be sought from the Overview and Scrutiny Management Board for a Scrutiny Review Panel to be established to examine this topic in more detail.

The forward Work Programme for the Committee is shown below:

12 MARCH 2018 – 10:00am		
Item	Contributor	Purpose
Highways 2020 Update	Paul Rusted, Infrastructure Commissioner	Update on progress towards replacement arrangements for Highways 2020.
Quarter 3 Performance Report (1 October to 31 December 2017)	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.
Effective Highways Communication	Satish Shah, Network Manager	Review of the work being undertaken to enhance service users' experience with regards to the Highways and Transport services.
Major Route Network Consultation	Ian Kitchen, Transport Policy Manager	Consideration of the DfT consultation on proposals for a Major Road Network (MRN).
East Coast Main Line Route Study Consultation	Ian Kitchen, Transport Policy Manager	Consultation item on the East Coast Main Line Route Study and review of proposed response.
Permit Scheme Annual Report	Mick Phoenix, Network Management Commissioner; Mandi Robinson Network Regulation Compliance Manager	Review of the first year of the Highway Permit Scheme which has been in place since October 2016 to aid minimise the disruption caused by works on Lincolnshire's road network.

23 APRIL 2018 – 10:00am		
Item	Contributor	Purpose
Winter Maintenance – End of Year Report	Vincent VanDoninck, Policy and Strategic Asset Manager	Review of 2017/18 winter maintenance period.
Review of Sleaford Transport Strategy	Andy Gutherson, County Commissioner Economy and Place	Consideration of the progress made against the Sleaford Transport Strategy objectives and outcomes.

23 APRIL 2018 – 10:00am		
Item	Contributor	Purpose
Coastal Highway	Andy Gutherson, County Commissioner Economy and Place	Review of the first phase of work and initial report on possible options.
Lincolnshire Connected / Electrification of Vehicles	Vanessa Strange, Accessibility and Growth Manager; Ian Kitchen, Transport Policy Manager	Consideration of future requirements for electric vehicle infrastructure.
Re-consideration of the Speed Management in Lincolnshire Scrutiny Review (20mph Limits and Zones)	TBC	Consideration of the previous Speed Management in Lincolnshire Scrutiny Review (2014) Recommendation 5 (20mph Limits and Zones)

11 JUNE 2018 – 10:00am		
Item	Contributor	Purpose
Highways 2020 Update	Paul Rusted, Infrastructure Commissioner	Update on progress towards replacement arrangements for Highways 2020.
Quarter 4 Performance Report (1 January to 31 March 2018)	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.

16 JULY 2018 – 10:00am		
Item	Contributor	Purpose
CCTV Pilot Scheme for Parking enforcement outside schools	Matt Jones, Parking Services Manager	Review of progress on the CCTV Pilot Scheme.

10 SEPTEMBER 2018 – 10:00am		
Item	Contributor	Purpose
Highways 2020 Update	Paul Rusted, Infrastructure Commissioner	Update on progress towards replacement arrangements for Highways 2020.
Quarter 1 Performance Report (1 April to 30 June 2018)	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.

22 OCTOBER 2018 – 10:00am		
Item	Contributor	Purpose
Provisional Engagement with Network Rail	Network Rail	Annual engagement session with Network Rail which will include details of network performance and discussion of any key issues or concerns in Lincolnshire.

10 DECEMBER 2018 – 10:00am		
Item	Contributor	Purpose
Quarter 2 Performance Report (1 July to 30 September 2018)	Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.

Items to be programmed

Highways

- New Highways Operating Model VfM Assessment
- Network Management Plan

Transportation

- Total Transport Update and Overview of Bus Subsidy Workings
- Public Transport Strategy
- Changes to the Section 19 and 22 permits: not for profit passenger transport
- PSV (Public Service Vehicle) operator licences Updates

For more information about the work of the Highways and Transport Scrutiny Committee please contact Daniel Steel, Scrutiny Officer on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

Policy and Scrutiny

**Open Report on behalf of Richard Wills,
Director responsible for Democratic Services**

Report to:	Overview and Scrutiny Management Board
Date:	29 March 2018
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 Ray Wootten

Each agenda includes the following standard items:

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

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
Employee Survey 2017 – Results Report	Fiona Thompson, Service Manager – People Management	Performance Scrutiny
Membership of the Local Government Association	Nigel West, Head of Democratic Services & Statutory Scrutiny Officer	Pre-Decision Scrutiny
Future Scrutiny Reviews	Nigel West, Head of Democratic Services & Statutory Scrutiny Officer	Performance Scrutiny
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • 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

26 April 2018		
Item	Contributor	Purpose
Scrutiny Panel B (Impact of the Part-Night Street Lighting Policy Scrutiny Review – Draft Final Report)	Cllr Mrs Angela Newton, Chairman of Scrutiny Panel B	Policy Review
Overview and Scrutiny Annual Report	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Performance Scrutiny
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • 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

24 May 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 <ul style="list-style-type: none"> • 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

28 June 2018		
Item	Contributor	Purpose
Review of Financial Performance 2017/18	County Finance Officer	Budget Scrutiny / Pre-Decision Scrutiny
2017/18 Council Business Plan Quarter 4	Jasmine Sodhi, Performance and Equalities Manager	Performance Scrutiny
Treasury Management Annual Report 2016/17	Karen Tonge, Treasury Manager	Performance Scrutiny
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee • Flood and Water Management Scrutiny Committee 	Cllr Tony Bridges Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes Chairman of Highways and Transport Scrutiny Committee Cllr Daniel McNally Chairman of the Flood and Water Management Scrutiny Committee	Performance Scrutiny

Items to be programme:

- Performance Report Quarter 1 2018/19 – July/August 2018 (To be confirmed);
- Review of Capital Budget Monitoring Report 2018/19 – September 2018;
- Capital Strategy 2018/19 – September 2018;

For more information about the work of the Overview and Scrutiny Management Board please contact Simon Evans, Health Scrutiny Officer, on 01522 552164 or by e-mail at Simon.Evans@lincolnshire.gov.uk

Scrutiny Panel Activity

(as at 12 March 2018)

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 12 March 2018)

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

FORWARD PLAN OF KEY DECISIONS FROM 3 APRIL 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
I015437	Special Schools Funding Formula for 2018/19	Open	Executive Councillor: Adult Care, Health and Children's Services 3 Apr 2018	Special Schools and Special Academies, and Schools Forum (outlined position and direction of travel)	Report	Head of Finance – Children's Services Email: mark.popplewell@lincolnshire.gov.uk Tel: 01522 553326	All Divisions
I015013	Lincolnshire Wolds Area of Outstanding Natural Beauty Management plan 2018-2023 – Public Consultation	Open	Executive 4 April 2018	Environment and Economy Scrutiny Committee; Lincolnshire Wolds Area of Outstanding Natural Beauty Partnership – Joint Advisory Committee and Joint Management Group (including other relevant local authorities and Natural England); relevant Parish and Town Councils; local landowners and community representatives; general public (via Have Your Say); and formal consultation	Report	Team Leader – Countryside Services Email: Chris.Miller@lincolnshire.gov.uk Tel: 01522 553091	Ingoldmells Rural; Louth North; Louth South; Louth Wolds; Market Rasen Wolds; Woodhall Spa and Wragby

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
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
I015180	Shared Lives Service – re-procurement	Open	Executive Councillor: Adult Care, Health and Children's Services Between 13 Apr 2018 and 17 Apr 2018	Adults and Community Wellbeing Scrutiny Committee	Report	Reena Fehnert Commercial and Procurement Officer – People Services Tel: 01522 553658 Email: reena.fehnert@lincolnshire.gov.uk	All
I015439	NHS Health Check Re-Commission	Open	Executive Councillor: Adult Care, Health and Children's Services Between 13 Apr 2018 and 17 Apr 2018	Public Health SMT; Adult Care and Community Wellbeing Executive DMT; Commissioning and Commercial Board; Adults and Community Wellbeing Scrutiny Committee	Report	Commercial and Procurement Manager Tel: 01522 553673 Email: carl.miller@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
I015277	Post 16 Transport Policy Statement 2018	Open	Executive Councillor: Adult Care, Health and Children's Services Between 23 Apr 2018 and 27 Apr 2018	Children and Young People Scrutiny Committee; education providers; transport providers; parents/carers	Report	Senior Commissioning Officer Tel: 01522 553440 Email: teri.marshall@lincolnshire.gov.uk	All
I015278	Lincolnshire Secure Unit – Ministry of Justice Contract Bid	Open	Executive Councillor: Adult Care, Health and Children's Services 1 May 2018	Children and Young People Scrutiny Committee	Report	Unit Principal, Lincolnshire Secure Unit Tel: 01529 414300 Email: dave.clarke@lincolnshire.gov.uk	All
I015278	Monks Abbey Primary School Proposed Expansion (from 60 to 75 PAN)	Open	Executive Councillor: Adult Care, Health and Children's Services 8 May 2018	Interested parties as DfE guidance including parents; school staff; neighbouring schools; county and district councils; MPs; Children and Young People Scrutiny Committee; trade unions and diocese	Report	Admissions and Education Provision Manager Tel: 01522 553535 Email: matthew.clayton@lincolnshire.gov.uk	Birchwood; Boultham; Carholme; Ermine and Cathedral; Hartsholme; Park; St Giles; Swallow Beck and Witham

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
I015182	Review of Financial Performance 2017/18	Open	Executive 3 Jul 2018	Overview and Scrutiny Management Board	Report	David Forbes, County Finance Officer Tel: 01522 553642 Email: david.forbes@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
I015179	Revenue and Capital Budget Monitoring Report 2018/19	Open	Executive 2 Oct 2018	Overview and Scrutiny Management Board	Report	David Forbes, County Finance Officer Tel: 01522 553642 Email: david.forbes@lincolnshire.gov.uk	All
I015181	Revenue and Capital Budget Monitoring Report 2018/19	Open	Executive 5 Feb 2019	Overview and Scrutiny Management Board	Report	David Forbes, County Finance Officer Tel: 01522 553642 Email: david.forbes@lincolnshire.gov.uk	

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