



County Offices
Newland
Lincoln
LN1 1YL

18 April 2018

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 26 April 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 single horizontal stroke.

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 Strengei

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, 26 APRIL 2018**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the Meeting of the Overview and Scrutiny Management Board held on 29 March 2018	5 - 14
4	Announcements by the Chairman, Executive Councillor for Resources and Communications and Chief Officers	Verbal Report
5	Consideration of Call-Ins	
6	Consideration of Councillor Calls for Action	
7	Corporate Support Services Re-provision <i>(To receive a report by Sophie Reeve (Chief Commercial Officer) which invites the Board to consider a report on the Corporate Support Services Re-provision. Comments of the Board will be presented to the Executive in advance of its consideration of this item of business at its meeting on 1 May 2018)</i>	15 - 60
8	DRAFT Final Report from the Impact of the Part Night Street Lighting Policy Review <i>(To receive a report from Cllr Mrs A M Newton (Chairman of Scrutiny Panel B) which presents the final draft report arising from the scrutiny review into the Impact of the Part Night Street Lighting Policy. Subject to the approval of the Board, the report will be submitted to the Executive on 5 June 2018 for its consideration and response)</i>	61 - 100
9	Overview and Scrutiny Annual Report <i>(To receive a report from Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, which includes the Overview and Scrutiny Annual Report for the Board's consideration)</i>	To Follow
10	Scrutiny Committee Work Programmes <i>(To receive a report which sets out the work programmes of the Adults and Community Wellbeing Scrutiny Committee and the Health Scrutiny Committee for Lincolnshire in accordance with the Board's agreed programme)</i>	101 - 112
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>	113 - 128

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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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www.lincolnshire.gov.uk/committeerecords



OVERVIEW AND SCRUTINY MANAGEMENT BOARD 29 MARCH 2018

PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)

Councillors R Wootten (Vice-Chairman), T Bridges, M Brookes, R L Foulkes, C S Macey, C E H Marfleet, Mrs A M Newton, N H Pepper, E W Strengeiel and B Adams.

Added Members

Church Representatives: Mr S C Rudman.

Councillors: R D Butroid and M A Whittington attended the meeting as observers.

Officers in attendance:-

Mark Bennett (Partnership Director, Serco), Andrea Brown (Democratic Services Officer), Arnd Hobohm (Contract Support Services Manager) Tracy Johnson (Senior Scrutiny Officer), Sophie Reeve (Chief Commercial Officer), Angela Seal (People Management), Fiona Thompson (Service Manager - People), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and John Wickens (Head of IMT)

85 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor Mrs J Brockway and Added Members Reverend P A Johnson and Mrs P J Barnett.

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

86 DECLARATION OF MEMBERS' INTERESTS

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

87 MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT BOARD HELD ON 25 JANUARY 2018

RESOLVED

That the minutes of the previous meeting held on 25 January 2018 be agreed as a correct record and signed by the Chairman.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
29 MARCH 2018****88 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLOR
FOR RESOURCES AND COMMUNICATIONS AND CHIEF OFFICERS**

Following the resignation of Dr E van der Zee, the Board was advised that nominations had been sought from parent governors of maintained schools for the vacant position of Parent Governor Representative. Unfortunately, no nominations had been received and the position remained vacant. The process of seeking nominations would be repeated in due course.

Due to the cancellation of the meeting of the Board on 1 March 2018, the Chairman explained that members had been invited to send in comments by email on the pre-decision scrutiny items on that agenda. The Chairman confirmed that all comments received had been passed to the Executive on 6 March 2018 prior to the decisions being taken.

A report had been circulated to all members in relation to the membership of the Local Government Association (LGA). The Chairman confirmed that the decision had now been taken by the Leader of the Council to withdraw the current notice and replace it with a notice to withdraw membership from the LGA with effect from 1 April 2019.

It had been 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. Members had indicated by email that they would be pleased to move this meeting to accommodate this particular report.

RESOLVED

That the meeting of the Overview and Scrutiny Management Board scheduled for 26 July 2018 be moved to 30 August 2018 at 10.00am.

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

89 CONSIDERATION OF CALL-INS

No Call-Ins had been received.

90 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

No Councillor Calls for Action had been received.

**91 PERFORMANCE OF THE CORPORATE SUPPORT SERVICES
CONTRACT**

Consideration was given to a report by Sophie Reeve (Chief Commercial Officer) which provided an update on Serco's performance against contractual Key

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Performance Indicators (KPIs) specified within the Corporate Support Services Contract between November 2017 and January 2018. An addendum to the report had also been circulated to the Board which provided data for February 2018.

The Chairman welcomed Mark Bennett (Partnership Director, Serco) to the meeting and invited Arnd Hobohm (Serco Contract Manager) to introduce the report.

The Board noted that Appendix A and addendum to the report provided detailed Key Performance Indicator results from August 2017 to February 2018 broken down by service area. It was reported that there had been no failed KPIs during this period.

Only two KPIs across all service areas had been granted mitigation relief. Both of these KPIs were within the Adult Care Finance area due to the implementation of Mosaic and the number of process issues which remained as a result. The Board was assured that work continued with relevant staff to resolve all of these issues.

The Chairman paused the presentation at this point and invited members to ask questions, on this section of the report only at this stage, during which the following points were noted:-

- When asked if payroll issues might cause hardship to employees, it was explained that there was a process in place to make emergency payments until the issues were resolved;
- Mosaic was an LCC system which was currently being worked on to develop it sufficiently so that payroll could be linked directly to it. The upgrade to Agresso had held up that piece of work but this was now complete and work was continuing; and
- It was reported that Serco had worked hard to put in place sufficient processes to ensure that the level of work remained sustainable. The ageing infrastructure was proving to be the greatest challenge but both LCC and Serco remained optimistic.

The Chairman reflected that the KPI picture was a good one but that the Board would be looking for performance to remain consistent going forward.

Officers were invited to continue the presentation. Appendix B detailed the transformation projects to be delivered by Serco and included additional information to identify target delivery and any slippages in delivery. There had been a requirement to prioritise transactional projects which had also affected completion of other projects. The Board was advised that the nature of IT meant that it was difficult to predict problems until they actually arose.

It was intended to prepare a timeline going forward where it would be possible to verify the target rate and indicate clear milestones. A suggestion was also made to identify the top 20 projects in future reports for the Board to consider.

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

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- Full Council had recognised that IT required financial support in order to improve the hardware and infrastructure and agreed to add £3m yearly to the IT budget. It was thought that this was an opportunity to scrutinise IT projects to ensure value for money was being achieved and the suggestion to identify 20 top projects was a good start;
- The Board was advised that there was approximately 150 projects at any one time and that it would be helpful if the members of the Board, in their position as scrutiny chairmen, could indicate which projects would be a priority in their areas;

At 10.38am, Councillor Mrs A M Newton left the meeting and did not return.

- Although some software packages may be the best solution for some service areas, it was noted that they may not be the best fit for the hardware and infrastructure available;
- The Board was assured by the Head of IMT that, despite the fact that the current written IT Strategy was out of date by two years, a strategic view was operated within the section;
- IT security had been increased and was reported to be five times more secure since the last attack;
- Concern was noted in regard to the responsibility of the county council as corporate parents and the provision of IT equipment to foster carers, children's homes, etc., to enable those children to have the same opportunities as others;
- Due to a number of individual areas within the council having little commonality it was suggested that an IT strategy be developed to detail the peculiarities of the IT requirements in each particular area. An overarching strategy of generic IT requirements could then be developed. In addition, members suggested that an additional level for reporting at an operational project level be developed;
- It was reported that the current forward work plan was up to the end of the contractual phase with Serco. The work plan could be amended to include 'work in flight', milestone dates, agreed completion dates with Serco and expected dates to commission future projects. The Board welcomed this type of report and asked that this could be presented monthly;
- The Chairman reiterated the point that strategies for the future were important but that the Board needed to focus on the progress of current projects. It was agreed that officers would present a proposed list of 20 key projects with a narrative of the rationale behind those chosen in addition to a list of the total 150 projects;

RESOLVED

1. That the report be noted;
2. That future reports be presented by exception reporting only;
3. That a report detailing the complete list of active projects and details of the proposed 20 key projects be presented to the Board at either the April or May meeting.

At 11.25am, the Board adjourned for a comfort break and reconvened at 11.30am.

92 EMPLOYEE SURVEY 2017 - RESULTS REPORT

Consideration was given to a report by Fiona Thompson (Service Manager – People Management) which provided an overview of the results of the Employee Survey 2017. The report also included the next steps and key themes emerging at a corporate level.

The overall participation rate of the survey in 2017 was 56.5% with a total of 2540 responses received. The Board was advised that this was a 5% increase on the 2015 results. The results indicate a positive shift change in perceptions when compared to the previous survey and, despite the challenges, the workforce sees LCC as a good employer. Support towards colleagues also indicated a very positive working culture.

It was confirmed that the results were being further analysed by Corporate Support Functions, Director areas and Project Leads to support additional activity specific to these areas and workforce priorities.

During discussion, the following points were noted:-

- It was confirmed that in 2015 there were approximately 400 less staff than at present. It was highlighted that the survey had been carried out just after the last restructure;
- 220 employees who had been TUPE'd over from the NHS were not invited to participate in this survey as they had transferred at around the same time;
- Members were disappointed with the results from Lincolnshire Fire & Rescue (LFR) and it was explained that they had been given the option to complete the survey online or on paper. LFR had opted for paper which had resulted in nearly 60 surveys arriving over one month after the survey deadline. The feedback from those responses was also being looked at but did not form part of the formal survey results. Given the delays in receiving paper copies, it had been decided that future surveys would be carried out online only;
- Only 52% of Children's Services staff had completed the survey and it was suggested that more focus had been given to a national survey which these members of staff must also complete;
- Although only 56.5% of staff responded to the survey, the Board was advised that this was a very good rate of response for this type of survey. Overall, the satisfaction rate had been positive and any issues raised were being cascaded to the relevant service areas to give further consideration;
- Disappointment was noted that 23% of responders indicated that they did not have any opportunities to develop both personally and professionally. It was agreed that this was disappointing and that a considerable amount of work had been done with managers in relation to the training and appraisal process to ensure that they were of a good quality. It was further explained that, unfortunately, due to the recent restructures and the council become a much 'flatter' organisation that there were less opportunities for staff to progress;

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- Question 13 on page 53 of the report suggested that 10% of people were unaware of the appraisal system which suggested that they had not received an appraisal. The Board was advised that the performance appraisal system was a new scheme which had not come into force until 1 January 2018, therefore all staff should now have been made aware and had undergone an appraisal;
- Members were concerned that the 100% sample noted was not 100% of council staff and, therefore, the lack of knowledge for some members of staff in relation to information governance and safeguarding could be a lot higher than indicated;
- It was the responsibility of the service areas to monitor the compliance of their staff in completing relevant statutory training, including Information Governance; and Safeguarding. The Board asked for assurance that there was a process to ensure that all staff were undergoing the necessary level of statutory training;
- Following an appraisal, staff received a link to a separate survey to provide feedback on the appraisal process, however completion was voluntary.

RESOLVED

- That the report be noted;
- That a report on survey outcomes and actions of service areas as a result of the outcomes be presented to the Overview and Scrutiny Management Board at its meeting in August 2018; and
- That a report outlining sickness and appraisal data be presented to the Overview and Scrutiny Management Board at its meeting in October 2018.

93 CURRENT AND FUTURE SCRUTINY REVIEWS

Consideration was given to a report from Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) which provided an update on the current scrutiny reviews and invited the Board to consider submissions for topics for future scrutiny reviews.

Current Reviews

The Impact of Part-Night Street Lighting Scrutiny Review had heard a range of evidence in order to form a better understanding of the matters and to enable the panel to provide recommendations to the Executive.

The scrutiny review on the Future IT Provision to Support Council Working Practices had recommended that, before consideration of future technologies could be properly considered, certain building blocks needed to be in place. Although the emphasis of the review had been on future IT provision, it had not been possible to separate past and present circumstances from future plans. The Chairman of the Scrutiny Panel was, therefore, of the view that a six-month review would not allow sufficient opportunity to delve into the detail of the topic and suggested that a more in-depth study within a working group setting could make a greater contribution. With that in mind, it was proposed to establish a working group of members and officers to allow

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member engagement in this area. Volunteers were sought from members with a particular interest in IT, specifically relating to service delivery.

The Chairman invited the Board to ask questions, during which the following points were noted:-

- The Board indicated their support for the proposal to establish a working group to consider IT provision;
- Councillors M A Whittington, B Adams and A Bridges volunteered to sit on the working group; and
- The Head of Democratic Services and Statutory Scrutiny Officer agreed to contact all Councillors to seek any further volunteers for the working group.

Future Review Topics

Five topics had been received for the Board to consider for future review topics:-

- Roundabout Sponsorship;
- Transitions;
- Implications of the Children and Social Work Act 2017;
- Social Mobility; and
- Community Cohesion.

During discussion, the following points were noted:-

- It was confirmed that the option of Roundabout Sponsorship had been supported by the Highways and Transport Scrutiny Committee although it was acknowledged that this review may impact on resources in that service area following completion of the Impact of Part-Night Street Lighting review;
- The suggestion of Transitions was supported by the Chairmen of the Children and Young People Scrutiny Committee and the Adults and Community Wellbeing Scrutiny Committee to consider the transition of children into adulthood;
- It was agreed that a report to the Board in relation to Social Mobility may be more appropriate in the first instance;
- In relation to Community Cohesion, it was reported that the District Councils were already liaising with various communities in their areas to establish links. It was agreed to consider this suggestion in the future once the District Councils had established a way forward; and
- The topics of Obesity; and Community Infrastructure Levy (CIL) and S106 agreements in relation to NHS contributions were suggested for future topics for consideration.

At 12.50pm, Mr S C Rudman, Added Member, left the meeting and did not return.

RESOLVED

1. That the report be noted;

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2. That 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" be established; and
3. That "Roundabout Sponsorship" and "Transitions" be progressed as the next two scrutiny reviews.

At 12.56pm, Councillors R Wootten and R D Butroid left the meeting and did not return.

94 SCRUTINY COMMITTEE WORK PROGRAMMES

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

Environment and Economy Scrutiny Committee

Councillor A Bridges, Chairman of the Environment and Economy Scrutiny Committee, introduced the work programme and confirmed that the committee benefits from good attendance at each meeting. The following areas were highlighted by Councillor Bridges:-

- GLLEP Accountable Body;
- Environment and Economy Performance Measures;
- The Third Carbon Management Plan;
- Priorities for National Infrastructure – Response to National Infrastructure Assessment; and
- Greater Lincolnshire Local Industrial Strategy.

It was reported that the Committee continued to actively monitor and have input into the future work programme. The Board was asked to note that the Tourism Manager would be presenting a paper to the Committee in relation to a hotel investment plan. Councillor Bridges noted concern that 2020 would see a considerable number of tourists to Lincolnshire due to the Mayflower celebrations and that American tourists, in particular, expected 4* or 5* hotels which Lincolnshire had few of currently.

Highways and Transport Scrutiny Committee

Councillor M Brookes, Chairman of the Highways and Transport Scrutiny Committee, introduced the work programme and referred members to page 74 of the agenda pack which included detail of the Committee's consideration to the following areas:-

- Lincolnshire Highways 2020;
- Network Rail;
- Major Highways Schemes;
- CCTV Trial Enforcement;
- Highways Grass Cutting/Control of Weeds within the Highway; and
- Roundabout Sponsorship.

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Councillor Brookes reported changes to the work programme since the agenda pack was published:-

- Network Management Plan – this item was to be added to the April meeting;
- Additional Funding Options for Highways Maintenance – this item was to be added to the April meeting;
- Coastal Highways – this item was to move from the April meeting to be considered in June;
- Passenger Transport – this item would be considered at the meeting in June; and
- Public Service Vehicle (PSV) Operator Licences Updates – to be added to the work programme for consideration in June.

The Chairman thanked Councillors Bridges and Brookes for the updates.

RESOLVED

That the work programmes be noted.

95 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

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

The Head of Democratic Services and Statutory Scrutiny Officer advised of one change to the published work programme. An exempt report on the Delivery of Corporate Support Services would be considered at the meeting of the Board on 26 April 2018 for pre-decision scrutiny prior to an Executive decision.

Members were reminded that the Overview and Scrutiny Annual Report would be presented for consideration at the meeting on 26 April 2018 and were invited to put forward items for inclusion in that report.

Further to discussion during the meeting, it had been agreed to add the following items to the work programme:-

- Top 20 IT Projects and Criteria to Scrutinise – April or May 2018;
- Staff Survey Outcomes – August 2018; and
- Staff Sickness and Appraisal Performance – October 2018.

RESOLVED

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

The meeting closed at 1.22 pm

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

Report to:	Overview and Scrutiny Management Board
Date:	26 April 2018
Subject:	Corporate Support Services Re-provision

Summary:

This report invites the Overview and Scrutiny Management Board to consider a report on the Corporate Support Services Re-provision which is being presented to the Executive on 1 May 2018. The views of the Board will be reported to the Executive as part of its consideration of this item.

Actions Required:

The Overview and Scrutiny Management Board is invited to

- 1) consider the attached report and to determine whether the Board supports the recommendation(s) to the Executive as set out in the report.
- 2) agree any additional comments to be passed to the Executive in relation to this item.

1. Background

The Executive is due to consider a report on the Corporate Support Services Re-provision at its meeting on 1 May 2018. The full report to the Executive is attached at Annex 1 to this report.

2. Conclusion

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

3. Consultation

a) Have Risks and Impact Analysis been carried out?

A risk analysis has been carried out identifying the key risks and mitigations. It forms part of Annex 1 and can be found at Appendix B. An Equality Impact Assessment has been carried out and forms part of Annex 1 and can be found at Appendix C.

b) Risks and Impact Analysis

See above

4. Appendices

These are listed below and attached at the back of the report	
Annex 1	Report on Corporate Support Services Re-provision to be presented to the Executive at its meeting on 1 May 2018.

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 Sophie Reeve, who can be contacted on 01522 552578 or sophie.reeve@lincolnshire.gov.uk.

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

Report to:	Executive
Date:	1 May 2018
Subject:	Corporate Support Services re-provision
Decision Reference:	I015576
Key decision?	Yes

Summary:

This report summarises the work done to date in reviewing the way forward for those services delivered by Serco under the Corporate Support Services contract when the initial term expires at the end of March 2020. The report recommends a way forward.

Recommendation(s):

That the Executive;

- (i) Notes the report
- (ii) Approves the entering into of a shared service arrangement under section 9EA of the Local Government Act 2000 and Regulation 5 of the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012 for the exercise by Herefordshire County Council or, as the case may be, the executive of Herefordshire County Council of the Council's payroll and People Management Administration function from 1 April 2020; and
- (iii) Approves the entering into of a public-public co-operation with Herefordshire County Council to provide access to Hoople Limited's Business World ERP for LCC's Finance function, accountancy, financial, administration and Adult Care Finance services from the 1 April 2020.
- (iv) Delegates to the Executive Director of Children's Services in consultation with the Leader of the Council and the Executive Councillor for Community Safety and People Management authority

to take all decisions necessary to ensure the entering into of the above shared service arrangements described in (ii) and (iii) to include the entering into of the shared service agreement itself and delivery of services from the 1 April 2020 but only once the requirements of paragraph 40 of the Report have been met.

- (v) Approves the carrying out of market engagement and all ancillary activity with IT providers.

Alternatives Considered:

1. Decide to commence a repeat procurement for another Business Process Outsourcing contract. This would enable much of the work done on the Serco procurement to be re-used having been revised to update/make improvements. That would reduce the cost of re-provision and repeat a procurement procedure that the Council is familiar with. However that would require the continued use of a model which is falling out of favour with Councils and providers alike and which has not always delivered across all service streams.
2. Decide now not to award a contract or enter into a shared service arrangement and in-source all of the services – this would enable the Council to take more control of the day to day delivery of the services but would require the insourcing of staff on what are primarily back office support services potentially diverting resource and attention away from front line services. It would also pass the employment, service delivery and cost risk back to the Council. This raises the Council's risk profile particularly in the more complex service areas, Payroll and IT, where the Council has limited experience to mitigate that risk and where experienced employees are hard to recruit and where other providers such as the shared service referred to may be better positioned to manage that risk.
3. Identify a re-commissioning strategy that divides up the services differently from Payroll/PM Administration; IT and the other services. This would allow more flexibility and therefore less reliance on a few providers. But it would not make the best of the available providers, would probably mean that the service bundle would be too small to encourage Serco or other providers to bid, would increase fragmentation and contract management costs.

Reasons for Recommendation:

The Council has undergone a thorough review of the current contract performance and the commercial and shared service markets to identify the source of expert provision in those areas where performance has not always been

strong.

In the case of Payroll and PM Administration much of the necessary due diligence has been completed and it is anticipated that it should be possible to come to a good value arrangement with a provider whose core business is local authority payroll, increasing confidence in both the payroll system and service whilst enabling us to retain Business World On (formerly known as Agresso) as the Council's Enterprise Resource Planning (ERP) system.

In terms of IT, whilst there are frameworks in place with providers who will be able to meet the Council's requirements the Council needs further information through market engagement before it can decide whether to go down the procurement route.

In terms of the other services (i.e. not payroll and IT) no decision needs to be made imminently because in broad terms given the extent of the external market (outside of a business process outsourcing contract) the choice available to the Council is likely to be an extension of the existing contract with Serco or an in-sourcing, both of which would secure on-going local service delivery. Either of these options have a shorter lead in time than entering into arrangements with a provider other than Serco. The Council will have more information upon which to decide the way forward in the summer when we will understand Serco terms for an extension and when we have seen how Serco has continued to perform.

Background

General

1. On 21 March 2014 the Council entered into a contract with Serco Limited for a range of back-office services. The price offered by Serco was competitive and at the time equated to savings of nearly £10m or 16% budget savings over the 5 year term across IT, People Management (PM) and Finance with a further circa £5m (or 26%) in respect of the CSC. These savings are priced into the contract rates paid by the Council. Serco's margins were low.
2. Serco commenced service delivery on 1 April 2015 for 5 years. The services covered are People Management including Payroll; Financial Administration including Adult Care income collection and assessment; CSC Services and IT Services. Under its contract with the Council Serco is required to provide PM professional advice and administration, Payroll and IT to those maintained schools who wish to buy the services. Additionally Serco supports the Council's financial services offer to schools by providing the necessary financial administration.

3. It became clear that Serco very significantly underestimated its costs of delivering the service and it made an onerous contract provision in respect of the Lincolnshire contract in the sum of £34m over the first five years of the contract in 2015/16. Much of that overspend has been on transformation work being under budgeted and an under-resourced staffing model overestimating Business World On's ability to reduce activity, the Council's delayed implementation of Mosaic (anticipated to be in place by December 2014) and a failure to understand this was a second generation outsourcing where efficiencies had already been made. As a result whom-ever the future provider, the cost of service provision is likely to go up.
4. As part of its solution Serco adopted Business World On as an integrated financial and people management system or ERP system. Serco contracted with Unit 4 - developer/owner of the software - to implement the system and as part of its bid price Serco has purchased Business World On licences for the Council's use in the Council's name throughout and after the contract for a total period of 25 years. It is the implementation of Business World On that has been the biggest single issue in the contract to date. See paragraphs 25 to 29 below for a further discussion of this.
5. The Council is past the mid -way point of the initial 5 years in its corporate support services contract with Serco which will expire on the 31 March 2020 if not extended (by up to two years in the first instance and then potentially by a further two years). The Council must issue a notice of extension to Serco no later than the 30 March 2019 if it wishes to extend the contract.
6. Should the Council wish to extend then Serco will set the terms on which they would be prepared to extend. Without Serco's agreement there can be no extension. Serco have indicated that they would be keen to extend in the right circumstances. Local government continues to be a chosen market and for the future Serco would like Lincolnshire to be a reference site. It would be possible for the Council to extend all or some of the services currently delivered. It would also be possible for additional services to be added so long as they were within the original scope of the contract notice. Serco has been asked to price an extension but in any event the Council must consider its alternatives as either it or Serco may not wish to extend or be able to agree the terms of an extension.
7. Realistically decisions must be taken sooner than the 31 March 2019 because the lead in time to other arrangements including the transition from one provider to another will be long when third parties are involved. As a consequence work looking at future options is underway. That has included looking at Serco's performance under the contract, reviewing the possibility of procuring another Business Process Outsourcing (BPO) Contract and looking at the alternatives to another BPO. There has been particular focus on the

payroll function and IT being the areas which have given most cause for concern.

8. A programme board has been set up to deliver the further development and implementation work required. Debbie Barnes is the Sponsoring Director with Andrew McLean acting as the Chief Commissioning Officer. Service Leads lead projects in their service area and report regularly to the Board. The Sponsoring Director and Chief Commissioning Officer will report as required to the Sounding Board consisting of the Leader and relevant Executive Councillors. The Commercial Team will provide the necessary project management support and external advice will be procured as required.

Performance

Overview

9. The first year of operations (April 2015-March 2016) was particularly difficult because the implementation of the Council's ERP, Business World On did not go as well as expected. The Council and schools were left without timely, accurate and complete financial records and with significant problems paying suppliers and staff. Business World On is used for different functions across the Council. The main function is to maintain the ledger so the Council can account for its spending in accordance with strict accounting and reporting rules. The ERP also includes payroll functionality.
10. Business World On has been improved over the last couple of years and successfully upgraded so that it is able to operate payroll with 18/19 HMRC changes but it is still not user friendly; relies too heavily for payroll on manual work arounds and continues to struggle with the demands of year-end. A lack of proper commitment accounting remains an issue. The issues go back to the implementation and cannot be easily remedied. See paragraphs 25 to 29 below for further information.
11. Elements of the IT and CSC transformation are delayed these include Telephone Enablement (Upgrade), Identity Management and channel shift. The scale of payroll errors is such that a project has been set up to review all 3 payrolls (Fire, Schools, Corporate).
12. In broad terms the PM professional advisory services are and have been good throughout the contract; the CSC performs and works well with the Council with the issue of abandoned calls being resolved in October 2017. The relationship with and delivery of Adult Care Finance and Finance services is now generally good and better than delivered by the previous provider. The Council is working well with Serco on Mosaic and the recruitment service has been redesigned. As a result the dropout rates during the job application process has decreased. Effective systems are now in place to reduce the likelihood of duplicate payments.

13. In spite of notable failures to deliver on IT related projects there has been significant IT project delivery. As at December 2017, 154 projects had been delivered out of a possible 309 and 100 more were active and in the delivery process. The IT estate is in a better place now than it was in 2015 in terms of email security, Web browsing security and resilience.

KPIs

14. The contract has 41 Key Performance Indicators which are measured monthly and together cover most of Serco's service delivery. They are challenging and where directly comparable, require the same level or better performance than that previously delivered. The intention was that Serco would have to work hard to meet them and as a result it was expected that Serco might not meet all of them all of the time. The contract provides for a total of 1000 abatement points to be distributed amongst the Key Performance Indicators, with each KPI generally attracting between 10-50 points. These points translate into service deductions from the monthly payment to Serco for delivering the services.
15. In the first two years of the contract performance as measured against the Key Performance Indicators was poor and as a result service deductions in excess of £2million over this time were made from Serco's contract payment. The continuing lack of performance was subject to regular scrutiny by the Council through the Value for Money Committee and subsequently through Overview and Scrutiny Management Board. This coupled with Serco's remedial plan over time has resulted in a successful recovery.
16. Performance against the Key Performance Indicators has been strong since October 2017 culminating in no service credits in January 2018. In February only one Key Performance Indicator failed to meet its target service level extending the period of stable performance. Table 1 below shows the number of abatement points accrued since the start of the contract to February 2018.

Market Alternatives to an Extension of the Contract

Business Process Outsourcing Contracts

17. The annual Arvato report analysed all outsourcing contracts procured in local government during 2016. It shows a big increase in outsourcing in IT and Digital Transformation and a move away from the business process outsourcing and/ or back office support services like the contract with Serco.
18. Similarly a market review by Ashford's has indicated that the large business process outsourcing contracts are decreasing because of (i) a mismatch of expectation-local authorities have selected providers mainly on price where the providers are concerned with generating profit and (ii) the large public

sector providers are becoming less financially secure in the face of their customers' austerity. It is of note that the big outsourcers G4S, Capita and Serco share prices have all fallen since 2013 see Table 2 below. Carillion has recently gone into liquidation.

19. Increasingly, local authorities are not extending their BPO contracts and, in some cases, the authorities have terminated contracts early (e.g. Somerset, Essex) and in other cases, providers are choosing not to extend the contract (e.g. BT and South Tyneside Council). In the CSC market, Capita chose not to join the Crown Commercial Service's (CCS) new Framework (2017). Serco has restructured because of less local government business and in December 2017, BT opted not to extend its 10 year shared service in South Tyneside except for IT services as its core business.

Table 1 Abatement Points

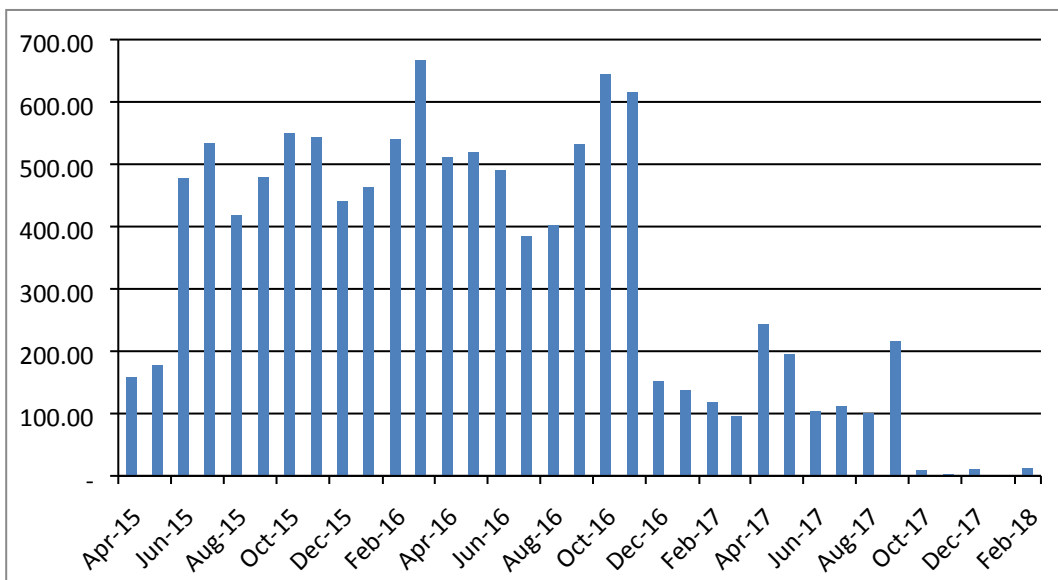


Table 2 Outsourcer's Share Price

Company	Share price in pence April 2018	Share price in pence April 2013
Capita plc	138	880
G4S plc	249	297
Interserve plc	119	355
Kier Group plc	1,093	1,256
Serco Group plc	102	355

20. A benefit of the big outsourcing contracts used to be that the Council could transfer the operational and financial risk of delivering activity to the outsourcer. As Carillion demonstrates the limit of risk transfer is only up to the value of the balance sheet of the outsourcing company.
21. For the above reasons it would be better not to re-procure on the same business process outsourcing model but instead proceed on a multiple provider model to achieve the required performance standards.

Insourcing

22. The Council is a Commissioning Council. Whilst it does not follow that the Council is keen to outsource all of its activity it is not primarily a deliverer of back office services. Consequently a decision must be taken on a case by case basis as to whether or not to deliver services from within or outside the Council on contract expiry. This will depend to a large extent on whether other providers are available, the type of service required and the Council's service delivery experience. Commissioning guidelines used in 2012 indicated services of a primarily transactional/standard professional and routine advisory nature, rather than of a transformational nature, could be outsourced.
23. Conversely insourcing make more sense for those activities which would increase the Council's strategic capability; or where savings could be had or where it is necessary to make up for market deficiency.
24. The areas which have caused the most difficulty have been the ERP system, the payroll function and IT. These are looked at in more detail below.

Business World On (formerly known as Agresso)

25. In the light of ongoing difficulties UNIT4 has undertaken a systematic review of the Council's current deployment of Business World On. In addition, an independent Business Consultant has reviewed the payroll issues and traced their root causes. These include poor configuration of the PM/Payroll system; poor quality data held within the system; lack of experience of Business World On; overly complex legacy pay arrangements; user input issues triggering errors later in the process and a lack of payroll expertise during the first 2 years of the contract. There was little evidence to suggest a fundamental weakness in Business World On itself.
26. UNIT4 say they have improved Business World On with each milestone release and that their build methodology and revised partner network ensure a more uniform approach to the build process which is where it went wrong for the Council. The City of Wolverhampton is happy with Milestone 6 as are Hoople Limited which delivers Herefordshire County Council's payroll. Whilst

there are still only a few councils using Business World On to deliver their PM/Payroll, UNIT4 report increasing public sector business which is encouraging.

27. Business World On configuration issues in Lincolnshire cannot easily be fixed by undertaking iterative fixes in a live environment because of the risk of harm to the live payroll. There is doubt that all the current issues can be remedied as some of the issues are core system components that become increasingly difficult to resolve the longer the system remains live. As a result a fundamental rebuild from scratch is the only effective solution to continue to use the Council's version of Business World On allowing us to use the existing Council build to deliver payroll until the new build has been through its acceptance tests It is a significant undertaking and neither Serco nor the Council are experienced or well placed to carry it out.
28. An alternative is to retain Business World On for the finance function replacing only the payroll system. But this would still require a re-build so that the Finance system became a separate standalone accounting system and it would lose the benefits of an ERP. An interface transferring the payroll data into the accounting system would need to be built and this is unproven, untested, technically risky, and probably expensive. So separating the two systems is not an attractive option.
29. The Council would usually expect its ERP to last over 20 years but it could choose to replace Business World On with another ERP. However the larger systems such as SAP and Oracle are too complex and expensive. Business World On is the only smaller ERP built with the public sector in mind. As a result there is no obvious replacement ERP. Further, investment in Business World On has been significant both in officer time and money. The Council is getting used to the system. The expert technical advice is that it can be made fit for purpose and it is used elsewhere successfully. A further significant system change with its attendant risks would impact adversely on the Council's business and resources. The preferred position therefore would be to retain Business World On if the Council is able to get access to a better build.
30. At the same time it is clear that in addition to system problems, payroll issues have also arisen because of a lack of experienced local government payroll capacity. The Council itself has very limited payroll expertise as the service has been outsourced for 18 years. Local government payroll is a complex and highly specialised service. Public sector payroll experts are in short supply. In the above circumstances the best way forward is to find a payroll provider whose core business it is to process local government payroll. Ideally itself using Business World On so that a rebuild of the current system i.e.

Lincolnshire's Business World On maintained by Serco becomes unnecessary.

Payroll and PM Administration Services

31. PM Administration is very closely related to payroll. Operational teams are either integrated or work very closely together. Payroll systems also offer PM Administration functionality.
32. A review of the market identified that there were no private sector providers of local government Payroll/PM Administration outside of the big business process outsourcing contracts like the Council's contract with Serco. The only expertise available is within a shared service arrangement with local government. This offers an established, experienced and resilient pooled resource; using a mature system they are familiar with and presenting an opportunity to secure both services and a system without undertaking procurement.
33. Two viable shared service partners were identified including Herefordshire County Council through Hoople Limited. (A third was discounted because of an imminent system change). Due diligence activities have been carried out comprising of site visits by key Council officers, as well as scenario based questions, inspection of audit reports, and review of Information Governance and IT management arrangements. All supported by Jason Davenport a payroll expert commissioned by the Council to provide specialist knowledge and support.
34. Jason Davenport has advised that based on the reviews undertaken, the reference calls conducted, and the responses received to the scenario testing, he strongly recommended Herefordshire County Council's Hoople as the partner to take forward for payroll services. A risk assessment of Herefordshire County Council's Hoople focussed solely on payroll considerations is attached at Appendix A. This scored Herefordshire County Council's Hoople most highly of the 3 potential partners considered.
35. Further, from the due diligence carried out to date PM and Finance supported by the Council's external payroll expert are satisfied that Herefordshire County Council (Hoople's) Business World On system can support the Council's Finance and PM/Payroll functions, if configured correctly. Fortunately, Hoople has developed significant internal expertise in relation to the configuration of Business World On and have experience in managing it on behalf of others. For the above reasons on the work carried out to date a shared service arrangement with Herefordshire County Council giving access to Hoople's payroll and PM administration expertise and a public-public collaboration with Herefordshire for access to the Hoople Business World On system is the Council's preferred solution.

Hoople Limited

36. If the Council enters into a shared service arrangement with Herefordshire, then Herefordshire would fulfil its role within that arrangement through a contract with Hoople Limited Herefordshire County Council's Teckal company. It provides payroll and PM administration services to Herefordshire County Council, Wye Valley NHS Trust and Rutland Council. Herefordshire County Council's Hoople operate with very low error rates and is experienced in a number of the Council's current payrolls. Its processes are efficient and effective so few errors are made. Jason Davenport has confirmed that Hoople could deliver a safe payroll, so long as the necessary data cleansing is completed and the configuration of the systems is correct at the point of go-live. The audit reports carried out by Herefordshire County Council on Hoople identified some early issues with the payroll control environment in 2015/16 and 2016/17. As a result Hoople changed the payroll management arrangements. In a 2017/18 follow up audit all but one of the recommended actions had been completed and the overall level of assurance for payroll was 'Reasonable'.
37. Hoople's IT and Information Governance arrangements have been reviewed by the Councils IT department and no issues have been raised, providing the Council with assurance that Hoople is technically able to run the Council's payroll system.
38. Herefordshire County Council and Hoople are keen to partner with the Council. An indicative cost has been provided which is in the same ball park as the Serco charges once adjusted. Detailed design workshops have been set up for May to develop the technical work streams following which the Council will negotiate a shared service agreement with Herefordshire County Council. That negotiation will include a discussion about the possibility of locating transferring Serco staff in County Offices. We will also discuss how the Fire Service Payroll will be managed as Herefordshire County Council's Hoople has limited experience of delivering this payroll. It may be therefore, that the terms and conditions input is maintained and delivered within Lincolnshire County Council. This would require local onsite Payroll and PM Administration expertise.
39. It should be noted that currently the Council decides the configuration and future direction of its build of Business World On. If the Council were to partner for payroll with Herefordshire County Council via Hoople any changes to the Hoople standard build to accommodate the Council's existing processes would have to be agreed by Hoople.
40. The impact of this will be explored in the design workshops in May and it is possible that significant and material issues will be discovered which might

question whether Hoople's Business World On can meet Lincolnshire's needs either because it does not meet regulatory or good practice requirements, or because of the scale of change required to our existing processes. As Hoople's main customer is Herefordshire County Council who has to abide by the same strict financial regulations as the Council it is hoped that this is not the case. However no commitment can be made in respect of the shared service until this further due diligence has been completed and reasonable shared service terms have been agreed.

41. The shared service will take the form of the Council arranging for the exercise of its payroll function by Herefordshire County Council. As the delivery of payroll is an executive function within the County Council the decision whether to make such arrangements lies with the Executive. It is expected that payroll will be an executive function for Herefordshire as well and so the Council will arrange for those functions to be exercised by Herefordshire County Council's Executive. Such an arrangement is a strong form of public-public partnership involving the Executive delegating its functions and therefore its decision-making and discretions in relation to the payroll service to Herefordshire County Council.
42. There is much to be done ahead of any transfer of function to Herefordshire County Council including the need for data cleansing, system configuration/work arounds to the current Council build, process improvements including documenting a payroll specification and the new Hoople build. This will require close collaboration between Serco, Herefordshire, Hoople, UNIT4, the Council and its advisers. Serco has already provided assurance that it will support the Council. Because of the long lead in time that work must start now. Additionally the Council will want to review its in-house expertise in Payroll and PM Administration to ensure it can provide effective management including a quality control function of the shared service arrangements. This may need to be recruited to.
43. To avoid multiple payroll providers (potentially up to 200) having access to the Council's bank and feeding into the general ledger and PM Administration system Herefordshire recognise that the payroll and PM Administration partnering solution would also have to be extended to maintained schools. This is not an issue for them as they currently deliver schools payroll and PM administration.

IT

44. In addition to the issues experienced with Business World On, the Council has experienced some dissatisfaction with the IT service received from Serco to date in particular the delivery of transformation activity has been slow and user experience has not been good.

45. There are non-Serco factors which are relevant to the IT problems being experienced such as the lack of investment/improvement in the Council's infrastructure pre 2015, the lack of integration between business need and IT strategy, legacy applications which are being used in a way that they were not designed and insufficient Council IT resource for assurance and contract management. However Serco's performance is also a factor.
46. Market research has shown that IT is the one service area of the existing corporate support services contract where there is a market for IT services with well - developed service delivery models. There is the possibility therefore that the Council could benefit from this through an improved service from a specialist IT provider, compared to Serco a larger multi-service supplier.
47. These IT providers can be accessed through suitable Crown Commercial Service procurement frameworks which are available to the Council. This will reduce procurement time. Providers are willing to bid on the framework terms and conditions. They will not bid for work on terms they are not comfortable with and this means the Council would need to structure its requirements in a way which was attractive to the market.
48. The advice received is that the Council could see a reduction in onsite capacity with more delivery and maintenance occurring remotely. This would result in a loss in knowledge about the local infrastructure. The indication is that framework providers would also require the Council to plan and commission projects well in advance (at least 30 days) and provide Council approvals within tightly defined time periods. It might be possible to mitigate these potential difficulties and this could be raised in market engagement.
49. There are two IT service models multi-sourcing and a single supplier. Multi-sourcing is where 'best of breed' suppliers are engaged directly by the Council for different towers of service, e.g. network, storage, support desk etc. The Council would commission and co-ordinate the work from these providers and contract manage each of them. This service integration function is more complex when dealing with multiple projects with several technological or business interdependencies, and where each project is competing for resources from each tower. Co-ordinating this function will require a larger client function. In contrast in a single supplier model a single supplier is responsible for the 'Cross Tower Services' function and has responsibility for delivering all of the services that sit in the 'Towers'. The multi-sourcing approach takes longer to achieve as it has to be phased in over the various towers.

50. The Council believes that the only procurement model achievable to enable a service transition by April 2020 is the single supplier model but it would be helpful to test this further in discussion with suppliers. There are other considerations, for example the migration of servers from Orchard House to Sungard is nearing completion and there is no wish to move these servers again in the short term. It is unclear at the moment what impact this would have on market interest. In short little further progress can be made without detailed market engagement to better understand the acceptable contract terms, model, service towers and general level of interest.

Customer Services Centre, Finance and PM services

51. People Management, Exchequer Services and much of Adult Care Finance and Assessments has been outsourced for 18 years. The Customer Services Centre was outsourced in 2015. Service delivery in these areas in general terms is good. Market research has shown that in the absence of a large Business Processing Outsourcing contract there are no experienced local government providers of these services in the market. In some service areas there may be some scope for shared service arrangements but there is nothing very much already established that would give confidence. Instead the viable options would seem to be an extension of the contract with Serco or an insourcing. It is likely that a combination of all of these services together would be of a sufficient scale for Serco to agree to extend. Anything less would probably not be.
52. The services need to be in experienced hands (this may favour Serco over the Council, though TUPE would apply) and/or local because;
- the Customer Service Centre services are more complex than most and CSC employees are usually a citizen's first point of contact with the Council;
 - understanding the locality and local Adult Care policies is necessary as is the ability to carry out home visits to complete financial assessments. The service is key to managing Adult Care spend and is specialised and complex.
53. The lead in time for an insourcing is shorter and so no decision needs to be made on these services for some time. The better approach is to see whether Serco continue to improve on performance and what the nature of an extension with Serco might look like before taking any decisions. With this in mind the recommended approach is to bring a further report to the Overview and Scrutiny Management Board and the Executive reporting on progress in the late summer.

Legal Issues:

Procurement Considerations

Under Regulation 12 of the Public Contracts Regulations 2015, the Council has the power to enter into a public-public collaboration with another local authority without being caught by procurement law where:-

- The arrangement implements a co-operation between the two authorities with the aim of ensuring that public services they have to perform are provided with a view to achieving objectives they have in common;
- The implementation of the co-operation is governed solely by considerations relating to the public interest; and
- The two authorities perform on the open market less than 20% of the activities concerned in the co-operation.

In this case the co-operation between authorities occurs in a context where there is no market for local authority payroll provision or local authority financial administration which is particularly complex and specialist. A co-operation with another local authority in principle achieves a common public interest objective of helping to secure the availability and sustainability of specialist local authority payroll and financial recording provision to secure the payment by the Councils of the staff that they have to employ to fulfil their functions and the proper maintenance of each Council's financial records.

The use of a delegation of function under section 9EA of the Local Government Act 2000 is a strong form of public-public co-operation with Herefordshire County Council taking on the exercise of the Council's function. This goes beyond a simple service delivery model and is a form of co-operation which can only be undertaken by public bodies. It is considered that the Council can rely on Regulation 12 in these circumstances and this will be kept under review to ensure that the detailed implementation of a shared service arrangement continues to meet these requirements.

Equality Act 2010

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

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

characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

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

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

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

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

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

An Impact Analysis is attached at Appendix C and identifies the potential for some impact on persons with a protected characteristic in the case of any transfer of employment. The mitigating factors are set out in the impact analysis and relate to channels of communication. The analysis results in a number of actions for the Council as set out in Appendix C. The Impact Analysis and the conclusions drawn from it will be kept under review so that as issues arise any potential for differential impact can be mitigated.

The legal duty is simply to have due regard to the need to advance equality and as a consequence so long as the Executive carefully consider the Impact Analysis at

Appendix C it is entitled to adopt the recommendations or one of the alternatives considered.

Best Value

The Local Government Act 1999 imposes a “best value duty” on the Council. This creates two legal obligations on the Council. Firstly;

"A best value authority must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness."

Consequently, when making its decision the Executive is under a legal duty to consider which option best secures continuous improvement bearing in mind that the commissioning approach commended is to secure improved performance in Payroll and PM Administration rather than to secure savings.

Secondly for the purpose of deciding how to fulfil the duty an authority must consult;

- (i) Representatives of persons liable to pay any tax, precept or levy to or in respect of the authority,
- (ii) Representatives of persons liable to pay non-domestic rates in respect of any area within which the authority carries out functions,
- (iii) Representatives of persons who use or are likely to use services provided by the authority, and
- (iv) Representatives of persons appearing to the authority to have an interest in any area within which the authority carries out functions.

In deciding how to fulfil the best value duty; who to consult and the form, content and timing of consultations an authority must have regard to any guidance issued by the Secretary of State. The most recent guidance was issued in September 2011. The passage relating to consultation reads:

“To achieve the right balance – and before deciding how to fulfil their Best Value Duty – authorities are under a Duty to Consult representatives of a wide range of local persons; this is not optional. Authorities must consult representatives of council tax payers, those who use or are likely to use services provided by the authority, and those appearing to the authority to have an interest in any area within which the authority carries out functions. Authorities should include local voluntary and community organisations and small businesses in such consultation. This should apply at all stages of the commissioning cycle, including when considering the decommissioning of services.”

There is case law that states that consultation should be on high-level choices about how, as a matter of principle and approach, an authority goes about

performing its functions and that it would include a major outsourcing. In these circumstances the Council has not consulted on the possible re-provision of the Payroll and PM Administration service as this at most is simply a change in the way a small back office service area of little relevance to citizens and council tax payers is arranged by the Council. As a consequence this change should it occur does not amount to "high level choice" as a matter of principle and approach, as to how an authority goes about performing its functions.

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

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

The JSNA for Lincolnshire is an overarching needs assessment. A wide range of data and information was reviewed to identify key issues for the population to be used in planning, commissioning and providing programmes and services to meet identified needs. This assessment underpins the JHWS 2013-18 which has the following themes:-

Promoting healthier lifestyles;

Improving the health and wellbeing of older people;

Delivering high quality systematic care for major causes of ill health and disability;

Improving health and social outcomes and reducing inequalities for children

Tackling the social determinants of health;

The additional theme of mental health runs throughout the document.

Again there is not an immediate direct connection between the back-office services under the corporate support services contract and the themes of the strategy but the following connections can be identified:

Pursuing good value solutions for back office support services will enable a high proportion of the Council's resources to be allocated to front line services directly relevant to the achievement of the strategy.

The proposed approach is likely to maintain local delivery for much of the services thus helping to maintain local jobs and creating the potential for further employment which would tackle social determinants of ill health.

Crime and Disorder

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

The specific nature of the services are not of direct relevance to Crime and Disorder. However the ongoing securing of good value back office support services will ensure that a greater proportion of the Council's available resources can be allocated to front line services including those aimed at reducing crime and disorder.

Conclusion

Driven by the expiry of the initial term of the corporate support services contract the Council has carried out a review to re-provision services resulting in the recommendations in this report. More work will be required which will result in a further report to the Overview and Scrutiny Management Board and to the Executive in the late summer.

Legal Comments:

The Council has the power to enter into the arrangements set out in the Report and can do so consistent with its procurement obligations.

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

Resource Comments:

There are both short and long term financial implications arising from acceptance of the recommendations in this report.

In the short term funding is required to resource project teams and facilitate any transfers of service provision resulting from acceptance of the recommendations in this report. Such funding will be required for, at least, 2018/19 and 2019/20. Funding of around £1.5m is presently available in reserves having been primarily sourced from service credits under the Serco contract. This funding can be applied to this initiative. Consideration will also be given as part of the finalisation of the 2017/18 revenue budget outturn position of the Council as to the extent and source of any additional funding required.

In the long term there will be an increase in the cost of delivery of the support services presently within scope of the Serco contract. The increase will generally only impact on the revenue budget from 2020/21 onwards and, once quantified, those additional costs will be considered as part of the budget setting process for those years.

Consultation

Has The Local Member Been Consulted?

n/a

Has The Executive Councillor Been Consulted?

Councillor Hill Leader of the Council and Executive Councillor for Policy, Finance, Property, Communications Procurement and Commissioning; Councillor Davies Executive Councillor Highways Transport and IT; Councillor Young Executive Councillor People Management and Councillor Whittington Support Councillor to Councillor Hill are on the project Sounding Board and have been updated.

Scrutiny Comments

The Overview and Scrutiny Management Board will undertake an examination of the Corporate Support Services re-provision at a meeting of the Board on the 26 April 2018. Its comments will be presented to the Executive.

Has a Risks and Impact Analysis been carried out?

A thorough risk log has been completed it is attached at Appendix B. The key risks have been identified along with the relevant mitigations. The risks are then scored in terms of probability and impact. The risk log will be reviewed monthly by the Programme Board which will report on an exception basis to CMB and to the Sounding Board as appropriate.

An Equality Impact Assessment has been carried out and is attached at Appendix C.

Appendices

These are listed below and attached at the back of the report	
Appendix A	Payroll Risk Assessment
Appendix B	Risk Log
Appendix C	Equality Impact Assessment

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 Sophie Reeve who can be contacted on 01522 552578.

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Appendix A - Payroll Risk Assessment

Worth 1 point
Worth 0 points
Worth -1 point

Hoople
#NAME?
#NAME?
#NAME?
#NAME?

Total payroll resource

Hoople
Approx 20 experienced FTEs

Current payroll size

c10,000

Payroll experience / complexity

High / 30+ years

Service delivery maturity

Effective service delivery. Emphasis is on the system to ensure that the payroll is accurate, rather than completing substantial manual checking. Focuses on continual improvement and driving out efficiencies through best use of the system, which justifies the smaller resource footprint. Technical system team work very closely with payroll delivery team to achieve this.

Have good set of self-service forms, but have not yet launched for schools. Client references taken were very positive with demonstrable examples provided which would de-risk and LCC implementation (e.g. go-live floorwalking).

Scalability

Not sufficiently large enough team to avoid having to scale up. Would recruit an extra circa 19 FTE which appears more achievable in the time available, and would move existing resources on to LCC work and backfill with new resources. Smaller resource footprint because of the different approach to service delivery.

F&R experience

No current F&R expertise (but has relationship with Gloucestershire Fire and Rescue Service). Are very experienced with Agresso so have the technical skills to understand the current configuration issues and address them - this was demonstrated in their specific response within the scenario testing review (especially test 5). Would recruit additional F&R experience.

School experience

Around 55 schools

NHS experience

Yes

Current error rate

0.3%
(1.01% UK 2015 Average)

System capabilities (payroll)

Integrated ERP. Currently not proven for F&R but significant assurance given through scenario testing response. Agresso is not generally recognised as best of breed payroll solution however currently operates very well and have implemented experience packs in Agresso so usability is improved which should address some of the data entry errors. Some new functionality built for schools and looks good but not yet implemented.

Transition / Implementation Risk (payroll)

Approach appears to be sound, full ERP so reduced number of separate implementations. Overall risk reduced through using an existing production build, and being another Agresso implementation transition would be more of a mapping and validation exercise than a 'data transformation' task. Hoople are located 3 hours away making collaboration and build process slightly more complicated.

Legacy data issues (future risks associated with current issues)

Would be very focussed on ensuring the build is right from the start, and reviewing processes, procedures and data quality. Depth of Agresso experience would largely mitigate this, although should significant issues be found and migrate to the live environment, they don't currently have the same depth of checking and resourcing as another to tackle the issue.

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APPENDIX B - RISK LOG

Lincolnshire County Council - PROJECT TITLE: CSSC Programme



Risk No	Risk Type	Risk Description	Impact Type	Risk Owner	Raised By	Date Raised	Existing Controls	Current Risk Score			Developing Controls	Action Owner	Due Date	Status	Risk Progress	Target Risk Score			Date of last update	Comment	Actual closure date
								Probability	Impact	Score						Probability	Impact	Score			
001	Economic / Financial / Market	Budget pressures due to insufficient funding available to cover transition costs	Cost	Andrew McLean	Jane Maddison	26.02.18	AMC to develop an initial forecast of pressures in fulfilling the transition to a new service to P Moore.	4	3	12	Costed option and resource plans being developed	Andrew McLean	31.03.18	Active	Static	3	2	6	26.03.18		
002	Economic / Financial / Market	Budget pressures due to Insufficient revenue budget available to cover the cost of services from April 2020	Cost	Debbie Barnes	Jane Maddison	26.02.18	To ensure CMB/ Executive are informed of the risk and to identify accurate forecasts of costs once future commissioning arrangements are confirmed.	4	3	12	Costed option and resource plans being developed	Andrew McLean	30.09.18	Active	Static	3	3	9	26.03.18		
003	Organisational / Management / Human Factors	Insufficient LCC capacity and capability within project teams	People/Resources	Andrew McLean	Jane Maddison	26.02.18	Service Leads to identify known capacity risks, seeking to utilise existing resource of the corporate programme team wherever possible.	2	3	6	Resource plans being developed	Jane Maddison/ Service Leads	30.06.18	Active	Static	2	2	4	26.03.18		
004	Political	Options for proposed future delivery model are rejected by the Executive	Time	Debbie Barnes	Jane Maddison	26.02.18	CMB & Sounding Board used for future options and model	1	3	3	Reports are being presented to CMB & Sounding Board for consideration.	Andrew McLean/ Service Leads	30.09.18	Active	Static	1	2	2	26.03.18		
005	Organisational / Management / Human Factors	Insufficient time to deliver the programme	Time	Andrew McLean	Jane Maddison	26.02.18	Timeline in place up to formal decision making	3	3	9	Reports are being presented to Informal Executive for consideration and initial decision making to take place by Executive on 01.05.18	Andrew McLean/ Sophie Reeve	13.04.18	Active	Static	2	3	6	26.03.18		
006	Economic / Financial / Market	Financial and social impact to local economy with services not being delivered from Lincoln	People/Resources	Debbie Barnes	Jane Maddison	26.02.18	CMB & Informal Executive aware within option reports	4	3	12	To continue working with Serco and potential partners to sustain jobs in Lincoln wherever possible.	Andrew McLean/ Sophie Reeve	Ongoing	Active	Static	4	2	8	26.03.18		
007	Strategic / Commercial	Multiple suppliers result in services become fragmented impacting on cost and quality	Cost	Debbie Barnes	Jane Maddison	26.02.18	Seeking to keep the number of supplier relationships with the Council for each service type to a minimum.	3	3	9	Ongoing dialogue with Serco and potential shared service suppliers whilst considering options for insourcing.	Andrew McLean/ Sophie Reeve	Ongoing	Active	Static	3	2	6	26.03.18		
008	Strategic / Commercial	Alternative services not available from April 2020	People/Resources	Andrew McLean	Jane Maddison	26.02.18	Ongoing dialogue with Serco and potential shared service suppliers whilst considering options for insourcing.	2	4	8	Ongoing discussions with Serco and engaging in development activity with preferred shared service supplier.	Andrew McLean/ Sophie Reeve	Ongoing	Active	Static	2	2	4	26.03.18		
009	Strategic / Commercial	Serco unwilling or lack of capacity to co-operate during transition and exit period	People/Resources	Sophie Reeve	Jane Maddison	26.02.18	Relationship managed through existing contract with Serco	4	3	12	Relationship managed through existing contract with Serco	Sophie Reeve	Ongoing	Active	Static	2	2	4	26.03.18		
010	Strategic / Commercial	Serco terminate contact prior to March 2020	People/Resources	Sophie Reeve	Jane Maddison	26.02.18	Relationship managed through existing contract with Serco	1	4	4	Relationship managed through existing contract with Serco	Sophie Reeve	Ongoing	Active	Static	2	2	4	26.03.18		
011	Strategic / Commercial	Unsatisfactory level and quality of services received from Serco up to the termination of their contract	Quality	Sophie Reeve	Jane Maddison	26.02.18	Ongoing contract management with Serco.	4	3	12	Relationship managed through existing contract with Serco and where necessary application of service credits	Sophie Reeve	Ongoing	Active	Static	2	2	4	26.03.18		
012	Technical / Operational / Infrastructure	Impact on future suppliers capability whereby LCC is unable / does not implement the required changes to business processes	Quality	Debbie Barnes	Jane Maddison	26.02.18	Change Management workstream established as part of the programme.	4	3	12	Design Authority Change management programme to support changes in culture to adapt to new ways of working.	Wendy Henry	Ongoing	Active	Static	2	2	4	26.03.18		
013	Organisational / Management / Human Factors	Interdependences between individual workstreams are not identified.	Scope	Andrew McLean	Jane Maddison	26.02.18	Programme governance is established and Board meetings are in place with key representatives.	2	3	6	Individual Project Board meetings are established with project tasks/timelines developed to feed into programme oversight.	Andrew McLean	Ongoing	Active	Static	2	2	4	26.03.18		
014	Strategic / Commercial	Unsuccessful market engagement for IMT services	Scope	Sophie Reeve	Jane Maddison	26.02.18	Engagement of IMT market engagement specialist	3	3	9	Scoping of market engagement requirements to begin w/c 26/03/18 with MNTC, IMT and Commercial Team. Project Board being established	Andrew McLean	30.09.18	Active	Static	2	2	4	26.03.18		
015	Organisational / Management / Human Factors	Insufficient contingency plans built within the programme	Time	Andrew McLean	Jane Maddison	26.02.18	Programme governance is established and Board meetings are in place with key representatives.	3	3	9	Contingency requirements are factored into individual project workstreams and are escalated to the Programme Board.	Andrew McLean	Ongoing	Active	Static	2	2	4	26.03.18		
016	Political	Adverse publicity and damage to Council reputations if future suppliers commissioned deliver an expensive and poor quality service	People/Resources	Debbie Barnes	Jane Maddison	26.02.18	CMB engaged and the Executive to take the formal decision on the future commissioning arrangement.	3	3	9	Corporate Comm.'s team to be engaged during the appropriate stages to support engagement with the media.	Andrew McLean	Ongoing	Active	Static	2	2	4	26.03.18		
017	Organisational / Management / Human Factors	Loss of existing supplier staff to maintain BAU during any proposed transition to a new supplier.	Quality	Sophie Reeve	Andrew McLean	26.03.18	Identifying those staff deemed as critical to the business and the need to develop the intelligent client function.	3	3	9	To explore means of incentivising staff to remain and fulfil the work required.	Sophie Reeve/ Service Leads	Ongoing	Active	Static	2	3	6	26.03.18		
018	Strategic / Commercial	Ability to effectively manage any future shared service supplier as part of a s101 LGA agreement.	People/Resources	Sophie Reeve	Andrew McLean	26.03.18	Develop mitigating factors into the draft s101 agreement.	2	3	6	Implement robust contract management controls to ensure effective service delivery.	Sophie Reeve	30.09.18	Active	Static	1	3	3	26.03.18		

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Validation

	Score	Probability
Scale	4	Almost certain
	3	Probable
	2	Possible
	1	Hardly Ever

	Score	Impact	Service Delivery	Delay	Finance	Reputation	People
Impact	4	Critical	Very significant	>1month	>£1m	National media story	Loss of life
	3	Major	Significant	1week - 1month	£500k - £1m.	Local media story	Serious Injuries
	2	Minor	Major	1day - 1week	£100k - £500k	Limited Local publicity	Minor injuries
	1	Negligible	Minor	<1day	<£100k	Little/No publicity	-

Workstream	

Impact Type Time
 Cost
 Quality
 Scope
 Benefit
 People/Resources

Status Regressing
 Static
 Improving

Risk Type Strategic / Commercial
 Economic / Financial / Market
 Legal and Regulatory

Organisational / Management / Human Factors
Political
Environmental
Technical / Operational / Infrastructure

Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

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

Using this form

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

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

Equality Act 2010

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

Protected characteristics

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

Section 149 of the Equality Act 2010

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

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

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

Decision makers duty under the Act

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

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

Conducting an Impact Analysis

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

The Lead Officer responsibility

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

Summary of findings

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

Impact – definition

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

How much detail to include?

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

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

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

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

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

Background Information			
Title of the policy / project / service being considered	Corporate Support Services Commissioning	Person / people completing analysis	Andrew McLean, Programme Manager
Service Area	Corporate Services	Lead Officer	Debbie Barnes, Executive Director and Programme Sponsor
Who is the decision maker?	LCC Executive	How was the Equality Impact Analysis undertaken?	A desk top review.
Date of meeting when decision will be made	Initial decision to be made on the 1 st May 2018	Version control	Version 0.1
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Commissioned
Describe the proposed change	<p>To carry out a full commissioning review of the existing Corporate Support Services contract held between LCC and Serco in order to determine the future commissioning arrangements when the existing agreement comes to an end on the 31st March 2020. Existing services affected by this review include Payroll, People Management, Exchequer services, Adult Care Finance, IT and the Customer Service Centre. The Council's Enterprise Resource Planning (ERP) system is also subject to this review.</p> <p>The services are all essential back office support and there is no intention to de-commission any of the service areas covered by the existing contract. Instead the Council is reviewing how the services can best be commissioned from April 2020. The possible outcomes are an extension of the contract with Serco, insourcing some or all of the services or finding a third party provider for some or all of the services or a combination of the above. Once the preferred option is identified then the objective of the programme will be to implement that preferred approach.</p>		

At this stage of the review, the Council is recommending entering into a shared service arrangement with Herefordshire County Council, for the exercise of the Council's payroll and HR administration functions through its wholly owned supplier Hoople and to provide access to Hoople's Business World ERP for the Council's finance functions from the 1st April 2020 subject to a satisfactory conclusion to some additional outstanding work that is still to be done including the negotiation of a shared services agreement. The key drivers are to secure a safe and effective Payroll with a low error rate; to retain the benefits of an ERP system and to secure an ERP which is fit for purpose, flexible, cost effective and easy to use. These drivers will be kept under review by the Programme Board.

In addition, a recommendation will be made for the Council to carry out market engagement with IT providers.

Serco have also been asked to price for an extension of the contract as a result it is possible that in fact there will be no or minimal change to the existing arrangements with Serco.

Evidencing the impacts

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

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

Data to support impacts of proposed changes

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

Population data and the Joint Strategic Needs Assessment

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

Workforce profiles

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

Positive impacts

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

Age	There is no known positive impact identified save that Council and school staff may receive more reliably accurate salary payments. This will benefit all employees and in that sense has the potential to positively benefit old and young employees alike though not differentially in terms of employees with non-protected characteristics.
Disability	There is no known positive impact identified save that Council and school staff may receive more reliably accurate salary payments. This will benefit all employees and in that sense has the potential to positively benefit disabled employees though not differentially in terms of employees with non-protected characteristics.
Gender reassignment	There is no known positive impact identified save that Council and school staff may receive more reliably accurate salary payments. This will benefit all employees and in that sense has the potential to positively benefit those employees who have undergone gender reassignment though not differentially in terms of employees with non-protected characteristics.
Marriage and civil partnership	There is no known positive impact identified save that Council and school staff may receive more reliably accurate salary payments. This will benefit all employees and in that sense has the potential to positively benefit those who are married or in a civil partnership though not differentially in terms of employees with non-protected characteristics.
Pregnancy and maternity	There is no known positive impact identified save that Council and school staff may receive more reliably accurate salary payments. This will benefit all employees and in that sense has the potential to positively benefit pregnant employees or those on maternity leave though not differentially in terms of employees with non-protected characteristics.
Race	There is no known positive impact identified save that Council and school staff may receive more reliably accurate salary payments. This will benefit all employees and in that sense has the potential to positively benefit employees whatever their race.
Religion or belief	There is no known positive impact identified save that Council and school staff may receive more reliably accurate salary payments. This will benefit all employees and in that sense has the potential to positively benefit those employees with religious or other beliefs though not differentially in terms of employees with non-protected characteristics.

Sex	There is no known positive impact identified save that Council and school staff may receive more reliably accurate salary payments. This will benefit all employees and in that sense has the potential to positively benefit all employees whatever their gender though not differentially in terms of employees with non-protected characteristics
Sexual orientation	There is no known positive impact identified save that Council and school staff may receive more reliably accurate salary payments. This will benefit all employees and in that sense has the potential to positively benefit employees whatever their sexual orientation though not differentially in terms of employees with non-protected characteristics.

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

Adverse/negative impacts

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

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

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

<p>Age</p>	<p>The only potential adverse impact identified would arise for staff currently delivering the services if they were in future to be delivered a significant distance outside of Lincolnshire. This may impact differentially on older staff due to the relatively greater inflexibility of their domestic arrangements impacting on their ability to relocate.</p> <p>At the appropriate time, we will undertake further analysis to the extent possible given that the staff affected are employed by Serco and the Council may not be entitled to relevant personal data. We will liaise with Serco throughout the process to ensure that they are having regard to equalities implications and are aware of the Council's impact analysis</p> <p>Regular communication with staff affected will be carried out by the Council and Serco to minimise the impact. Negotiations with Herefordshire County Council will include exploration of the scope for payroll and PM Administration staff to be out-posted to a Lincolnshire office.</p>
<p>Disability</p>	<p>The only potential adverse impact identified would arise for staff currently delivering the services if they were in future to be delivered a significant distance outside of Lincolnshire. This may impact differentially on staff with specific disabilities due to the relatively greater difficulty they may experience in relocating.</p> <p>At the appropriate time, we will undertake further analysis to the extent possible given that the staff affected are employed by Serco and the Council may not be entitled to relevant personal data. We will liaise with Serco throughout the process to ensure that they are having regard to equalities implications and are aware of the Council's impact analysis.</p>

	<p>Regular communication with staff affected will be carried out by the Council and Serco to minimise the impact. Negotiations with Herefordshire County Council will include exploration of the scope for payroll and PM Administration staff to be out-posted to a Lincolnshire office.</p>
Gender reassignment	No perceived adverse impact
Marriage and civil partnership	No perceived adverse impact
Pregnancy and maternity	<p>Staff may feel adversely affected by changes because of their absence from the workplace. Further impact may arise if the services were in future to be delivered a significant distance outside of Lincolnshire. This may impact differentially on pregnant staff due to the impact on their ability to relocate.</p> <p>At the appropriate time, we will undertake further analysis to the extent possible given that the staff affected are employed by Serco and the Council may not be entitled to relevant personal data. We will liaise with Serco throughout the process to ensure that they are having regard to equalities implications and are aware of the Council's impact analysis.</p> <p>Regular communication with staff affected will be carried out by both the Council and Serco to minimise the impact.</p> <p>Negotiations with Herefordshire County Council will include exploration of the scope for payroll and PM Administration staff to be out-posted to a Lincolnshire office.</p>
Race	No perceived adverse impact
Religion or belief	No perceived adverse impact

Sex	<p>Given the services in scope, we believe there may be greater female employees likely to be affected by TUPE. Further impact may arise if the services were in future to be delivered a significant distance outside of Lincolnshire. This may impact differentially on female staff as the disproportionate likelihood that they may be single parents of children or have other caring responsibilities will have a greater impact on their ability to relocate.</p> <p>At the appropriate time, we will undertake further analysis to the extent possible given that the staff affected are employed by Serco and the Council may not be entitled to relevant personal data. We will liaise with Serco throughout the process to ensure that they are having regard to equalities implications and are aware of the Council's impact analysis. Regular communication with staff affected will be carried out by both the Council and Serco to minimise the impact. Negotiations with Herefordshire County Council will include exploration of the scope for payroll and PM Administration staff to be out-posted to a Lincolnshire office.</p>
Sexual orientation	<p>No perceived adverse impact</p>

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

All staff currently providing the services could feel negatively impacted by a potential change of employer. The TUPE Regulations, however, will give transferring staff protection for their existing terms and conditions.

Stakeholders

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

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

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

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Objective(s) of the EIA consultation/engagement activity

There has been no specific stakeholder consultation or engagement activity at this stage of the review.

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

Age	N/A
Disability	N/A
Gender reassignment	N/A
Marriage and civil partnership	N/A
Pregnancy and maternity	N/A
Race	N/A
Religion or belief	N/A

Sex	N/A
Sexual orientation	N/A
<p>Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way?</p> <p>The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	<p>Yes at this stage of the review. Going forward the programme will with the co-operation of Serco seek to:</p> <ul style="list-style-type: none"> Analyse Serco HR data in order to understand and analyse the make-up of staff with protected characteristics. Identify the potential impacts and any mitigating actions required Ensure Serco address equalities implications and are aware of the Council's impact analysis. <p>Consultation or engagement exercises will be undertaken at the appropriate stage, if any changes to employment are considered and comments from staff will be taken into account.</p> <p>We will work with Serco and any transferee to ensure that staff who are pregnant or on maternity or paternity leave receive the same information, support and guidance as those staff who are not pregnant or on maternity or paternity leave. Staff will not be treated differently if they become pregnant.</p> <p>A person's disability should not act as a barrier to employment if the person is able to demonstrate that they can undertake the work.</p> <p>In the event of any transfers from one employer to another we will work with Serco and the transferee with a view to there being counselling opportunities available for staff who may experience stress.</p>
<p>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</p>	<p>Workforce statistical data will continue to be monitored throughout the implementation of the programme to the extent that this is made available by Serco.</p>

Further Details

Are you handling personal data?	<p>Yes</p> <p>If yes, please give details.</p> <p>Going forward we will be potentially be handling HR data on Serco employees identifying protected characteristics.</p>
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Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Seek to secure access to workforce information and if so undertake analysis by protected characteristics – particularly gender, disability and pregnancy/maternity.	Wendy Henry	31 May 2018
	Continued iteration of the impact analysis throughout the programme	Wendy Henry	Ongoing
	In the event of any change in employer ensure consultation requirements are followed at the appropriate time.	Appropriate Service Leads as required.	TBC

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Version	Description	Created/amended by	Date created/amended	Approved by	Date approved
v0.1	Issued following establishment of the CSSC programme.	Andrew McLean	04/04/2018	Debbie Barnes	

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

Report to:	Overview and Scrutiny Management Board
Date:	26 April 2018
Subject:	DRAFT Final Report from the Impact of the Part Night Street Lighting Policy Scrutiny Review

Summary:

This report invites the Overview and Scrutiny Management Board to consider the draft final report arising from the scrutiny review into the Impact of the Part-Night Street Lighting Policy. Subject to the approval of the Board, the report will be submitted to the Executive on 5 June 2018 for its consideration and response. This response will be considered at a future meeting of the Board.

Actions Required:

The Overview and Scrutiny Management Board is invited to

- (1) approve the attached draft final report on Impact of the Part- Night Street Lighting Policy, with or without amendment.
- (2) agree that the final report should be submitted to the Executive on 5 June 2018 for its consideration and response.

1. Background

The Overview and Scrutiny Management Board agreed at its meeting on 27 July 2017 that Scrutiny Panel B should undertake a scrutiny review on the Impact of the Part Night Street Lighting Policy.

The purpose of the scrutiny review was to look at the impact of the change in the Street Lighting Policy to turn street lights off in certain areas at midnight. The review was to consider a number of different areas where there may have been an impact, either positive or negative, as a result of this change.

The main lines of enquiry for the scrutiny review were as follows:

1. To consider key national and local documents and guidance in relation to the Part Night Street Lighting Policy.
2. To examine the impact of switching off street lights at midnight on different areas such as on the environment; crime rates; fears about safety and crime; emergency services; health and public health services.

3. To consider data and substantiated evidence, such as crime rate figures, accident data, complaint figures, and exemption requests, regarding the impact of the Part Night Street Lighting Policy.
4. To consider the wider economic impact of Part Night Street Lighting on business, including the impact on the night time economy.
5. To invite the views of members of the public, County Councillors, district councils and parish/town councils regarding the perceived impact on crime rates, and fears of crime and safety.
6. To conduct comparisons with other Local Authorities who have also changed their street lighting policy to incorporate part night lighting.
7. To investigate potential savings or cost implications arising from any proposed changes to the Part Night Street Lighting Policy within the allocated budget.

2. Conclusion

Scrutiny Panel B has produced a draft final report containing five recommendations and this is attached as Appendix A to this report. The Board is asked to consider the attached draft final report and decide whether to adopt the draft as its final report, with or without amendment.

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	Review of Impact of the Part Night Street Lighting Policy - Draft Final Report

5. Background Papers

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

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A nighttime photograph of a street scene. A tall street lamp on the left is illuminated, casting a bright light. The road is paved and has white dashed lines in the center. A road sign on the left reads "DONINGTON". A dark car is parked on the side of the road. The background shows trees and a fence.

Impact of the Part Night Street Lighting Policy Scrutiny Review

April 2018

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Foreword



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 has considered 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 this 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.

The views of the public and partner organisations have been at the heart of this review and I and the Scrutiny Panel would like to express our thanks to everyone who has contributed.

Lincolnshire remains one of the safest areas in the country, however this review has highlighted that while at this stage there is no clear link between part night lighting and an increase in crime, there here has been a negative public perception in the sense of an increased fear of crime in some areas.

The Scrutiny Panel hopes that this report will present a practical way forward to deal with the issues and concerns raised through this process and address the concerns and worries of residents in Lincolnshire going forward.

I would like to thank the Scrutiny Review members for their contributions and hard work throughout the review. I would also like to thank all the officers who have supported the review who have all provided valuable support to the panel during the review.

A handwritten signature in black ink that reads "Angela Newton". The signature is written in a cursive, flowing style.

Councillor Angela Newton

1. Executive summary

The Scrutiny Panel was established in October 2017 with the purpose of reviewing the impact of the Part Night Street Lighting Policy following the wider introduction of Part Night Street Lighting in Lincolnshire. The Scrutiny Review Panel met nine times over the course of the review during which time it considered information from a number of sources relating to the County Council's use of Part Night Street Lighting.

1.1 Conclusions

- Overall crime is up by 4% in Lincolnshire where the national average stands at an 11% rise. Lincolnshire remains the fourth safest area in the country.
- There has been no noticeable change in the number of overnight burglary, vehicle and personal robbery offences across the county as reported by Lincolnshire Police.
- The number of reported criminal damage offences has increased, although not consistently across the county; it cannot be concluded that street lighting has impacted on levels of criminal damage recorded for Lincolnshire as a whole.
- Local communities have reported a perceived reduction in safety and a perceived increase in crime or the fear of crime as a result of the introduction of part night street lighting.
- Lincolnshire Police has reported that there are limited connections between the changes in the levels of crime recorded and the introduction of 'part-night' lighting and therefore it cannot be explicitly concluded that there is a relationship between the two.
- Lincolnshire Police have stated that if there was a demonstrable link between crime and part night lighting they would approach the County Council with a view to requesting that the policy was changed
- The perceived impact reported from local residents varies across Lincolnshire with urban areas reporting a greater impact in general.
- All three emergency services have reported minimal noticeable changes in providing key services within Lincolnshire since the introduction of part night lighting.
- The change to part night lighting has resulted in a reported impact to shift workers travelling to/from work in Lincolnshire between the hours of 00:00 and 06:00.
- There are some local concerns in relation to the impact of part night street lighting in areas of holiday/seasonal accommodation and the wider impact on the economy and tourism.
- Overall the change to part night street lighting has contributed to a 50% reduction in energy consumption by street lighting across the County and over 6,200 tonnes of CO2 saved year on year.
- Research on data from 62 Council areas from July 2015 reviewed the effect of reduced street lighting on road casualties and crime in England and Wales from 2010-2013 indicated there was minimal evidence to demonstrate an increase in crime.¹

¹ Research published in the Journal of Epidemiology and Community Health based on 14 years of data from 62 local authorities across England and Wales (http://jech.bmj.com/content/early/2015/07/08/jech-2015-206012.short?g=w_jech_ahead_tab)

1.2 Recommendations

The following recommendations will be forwarded to the Council's Executive for consideration.

Recommendation 1

That Lincolnshire Police are requested to continue to review and update a street lighting crime data report for consideration by Lincolnshire County Council's Public Protection and Communities Scrutiny Committee on an annual basis.

In addition, the following considerations to be reviewed by Lincolnshire Police for development as part of future reports:

- Where possible, ensure the clear recording of the lighting conditions for when the crime occurred to allow better records of data and to allow a more reflective assessment of specific streets where crimes have occurred and street lighting has been reduced.
- Inclusion of additional crime types highlighted as a key concern for local residents as part of the public engagement activity - sexual offences, burglaries, car and van crime, drug related incidents, muggings, vandalism and anti-social behaviour.

The Scrutiny Panel recommends that crime rates and fears about safety/crime continue to be reviewed over the coming years to monitor the longer term impact of the introduction of part night street lighting. However, the evidence received as part of this review shows little evidence to suggest night time crime has significantly increased.

Recommendation 2

That the Lincolnshire Road Safety Partnership ensures data regarding street lighting levels is captured and reported as part of any analysis of road safety and collisions. And, for this data to be reported and considered by Lincolnshire County Council's Public Protection and Communities Scrutiny Committee on an annual basis.

The Scrutiny Panel recommends the need to continue to monitor accident trends over the coming years to fully understand if part night street lighting does have a meaningful impact, however at this stage no clear link has been identified.

Recommendation 3

That the Executive considers formalising the list of exemption sites as part of the County Council Street Lighting Policy and include an additional exemption for community public access defibrillator sites where requested by local communities.

The Scrutiny Panel has considered additional exemptions highlighted through the public engagement activity and recommends the exemption from part-night lighting of lights in the immediate vicinity of registered community accessible defibrillator sites.

Recommendation 4

That the Executive endorse working between the County Council and other agencies to plan communication activity with the public to reassure and address the cause of fears of crime surrounding the change to part night street lighting. And, to develop an action plan and work to reduce these fears and change public perceptions.

The Scrutiny Panel recommends that additional work is undertaken to review, improve and communicate more effectively with the public to support greater awareness and clarity of the messages in relation to the concerns highlighted around Crime Rates, Fears about Safety and Crime. Lincolnshire remains one of the safest areas in the Country and this needs to be more effectively communicated going forward.

The Scrutiny Panel also recommends that communication with the public needs to take place during the annual changes between British Summertime and Greenwich Mean Time in the spring and autumn adjustment phase and would seek to ensure that more effective communication take place going forward.

Recommendation 5

That the Executive considers the County Council developing an appropriate protocol to enable local communities (through Town/Parish/District Councils) to financially support street lighting to be upgraded to LED and reinstated to full night operation on request as part of routine maintenance.

The Scrutiny Panel recognises that concerns across Lincolnshire are localised and recommends the development of an appropriate protocol to enable local communities to financially support street lighting to be upgraded to LED and reinstated to full night lighting where required and on request as part of routine maintenance.

The Scrutiny Panel does not propose for other authorities to adopt street lights from the County Council, however the option for agreements to be put in place to between the County Council and Town/Parish/District Councils to support local communities restore full night lighting should to be available where there is a genuine local concern.

2. Introduction

2.1 Establishment of the scrutiny review panel

On 27 July 2017, the County Council's Overview and Scrutiny Management Board approved a scrutiny review to ascertain the impact of the part night street lighting policy. Following this the membership of the scrutiny panel was confirmed and discussions involving the respective chairmen and key participants took place to provide detail on the direction of the review.

On 30 November 2017 the Overview and Scrutiny Management Board endorsed the terms of reference for *the 'Impact of the Part Night Street Lighting Policy Scrutiny Review'* as per Article 6.10 of the County Council's Constitution.

The membership of the Scrutiny Panel comprised:



Councillor Angela Newton
(Chairman)
Spalding West



Councillor Stephen Kirk
(Vice-Chairman)
Skegness South



Councillor Graham Cullen
Mablethorpe



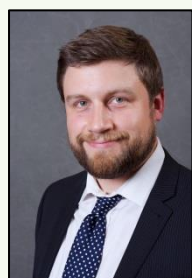
Councillor Daniel McNally
Saltfleet and the Cotes



Councillor Paul Skinner
Boston Coastal



Councillor Adam Stokes
Grantham South



Councillor Mark Storer
Ruskington



Councillor Mrs Rosemary
Trollope-Bellew
Deepings West and Rural

2.2 Scope of the review

This review has considered the impact of the change in the Street Lighting Policy to turn street lights off in certain areas between midnight and 6am. The review has considered a number of different areas where there may have been an impact, either positive or negative, as a result of this change and has proposed a number of recommendations based on its findings where improvements could be made.

Main Lines of Enquiry

1. To consider key national and local documents and guidance in relation to the Part Night Street Lighting Policy.
2. To examine the impact of switching off street lights at midnight on different areas such as on the environment; crime rates; fears about safety and crime; emergency services; health and public health services.
3. To consider data and substantiated evidence, such as crime rate figures, accident data, complaint figures, and exemption requests, regarding the impact of the Part Night Street Lighting Policy.
4. To consider the wider economic impact of Part Night Street Lighting on business, including the impact on the night time economy.
5. To invite the views of members of the public, County Councillors, district councils and parish/town councils regarding the perceived impact on crime rates, and fears of crime and safety.
6. To conduct comparisons with other Local Authorities who have also changed their street lighting policy to incorporate part night lighting.
7. To investigate potential savings or cost implications arising from any proposed changes to the Part Night Street Lighting Policy within the allocated budget.

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


2.3 Exclusions from the review

This review has examined the impact of the Part Night Street Lighting Policy, all other elements of the Street Lighting Policy have been excluded from the review.



2.4 Scrutiny panel timeline

The Scrutiny Panel approved the below timeline in December 2017.



October 2017 <u>Scope the review</u> <ul style="list-style-type: none">• determine the key issues and objectives• identify key stakeholders• identify who needs to be involved• decide what evidence needs to be gathered and how
November, December 2017 and January 2018 <u>Gather evidence</u> <ul style="list-style-type: none">• undertake consultation through questionnaire• source data and reports• interview experts and witnesses• work with officers and councillors to research issues
February / March 2018 <u>Evaluate evidence</u> <ul style="list-style-type: none">• consider all the evidence in the context of the scope of the review• look at evidence alongside other sources of data to gain a comprehensive view of the performance of a given service
March / April 2018 <u>Report and make recommendations</u> <ul style="list-style-type: none">• document the work carried out and what conclusions have been reached• make recommendations
26 April 2018 <ul style="list-style-type: none">• present the report and recommendations to the Overview and Scrutiny Management Board for approval
5 June 2018 <ul style="list-style-type: none">• present the final report and recommendations to the Executive
Late 2018 <u>Implementation by the Executive / officers</u> <ul style="list-style-type: none">• agree and develop an implementation plan• action the agreed recommendations• feedback outcomes to stakeholders, including the local community

3. Background

The County Council provides around 68,000 street lights which primarily light the public highway. In addition there are around 14,500 street lights which are owned by district, town and parish councils in Lincolnshire.

Due to ongoing constraints on revenue budgets across the County Council, the possibility of savings from changes to the street lighting service started being explored in depth during 2015. In order to assist in delivering savings, a capital investment of £6.4m was approved in January 2016 from the County Council's Future Capital Development Contingency

The Street Lighting Transformation Project was developed in parallel with the identification of the capital investment and was based on alterations to the street lighting policy to allow changes to be implemented.

3.1 Street lighting transformation project

The Street Lighting Transformation Project was implemented from April 2016 and used capital investment alongside normal budgets to implement the hierarchy of provision as detailed in the street lighting policy. This resulted in three main strands to the project within the constraints of the budget:

- Conversion to LED (dimmed at times of low use) of just over 17,000 higher wattage lights on mainly trafficked routes
- Complete switch off of 870 higher wattage lights on mainly trafficked routes
- Conversion to part night lighting of just less than 44,000 lights, with otherwise eligible lights being left on as they met defined exemption criteria

The project was substantially completed within the 2016/17 financial year. Some works continued into the 2017/18 financial year, including conversion to part night LED of lights which require scaffolding for access and conversion to LED of heritage-style lights which require specific design work and equipment with long order times.

In preparation for and during the implementation of the Transformation Project specific communications were undertaken through a range of proactive and reactive means. These were in addition to the fact that all the Scrutiny and Decision papers referred to above are publicly available.

Two editions of County News (which is delivered to every household in the county) carried articles on the Project, including details of the changes and where to find further information. This included a page on the County Council's website, accessible via www.lincolnshire.gov.uk/streetlighting.

A number of press releases combined with social media articles were published by the Council's communications team. The changes and project were picked up extensively by the local media, resulting in a number of articles in local newspapers, and items and interviews on local radio and television.

3.2 National legislation

The law about street lighting is set out in section 97 of the Highways Act 1980 which is set out below:

Highways Act 1980 – Section 97

"Section 97 — Lighting of highways.

- 1) The Minister and every local highway authority may provide lighting for the purposes of any highway or proposed highway for which they are or will be the highway authority, and may for that purpose—
 - a) contract with any persons for the supply of gas, electricity or other means of lighting; and*
 - b) construct and maintain such lamps, posts and other works as they consider necessary.**
- 2) A highway authority may alter or remove any works constructed by them under this section or vested in them under Part III of the Local Government Act 1966 or section 270 below.*
- 3) A highway authority shall pay compensation to any person who sustains damage by reason of the execution of works under this section.*
- 4) Section 45 of the Public Health Act 1961 (attachment of street lamps to buildings) and section 81 of that Act (summary recovery of damages for negligence) apply to a highway authority who are not a council of a kind therein mentioned as they apply to such a council.”²*

The law states that:

- The Highways Act empowers local authorities to light roads but does not place a duty to do so
- The council has a duty of care to road users but only has an obligation to light obstructions on the highway
- The council has a statutory duty under the Highways Act to ensure the safety of the highway and this includes the safety of any lighting equipment placed on the highway
- The Electricity at Work Regulations imposes a duty on owners and operators of electrical equipment to ensure its safety.

Where lighting is provided its purpose is to improve the safety of the highway, based on traffic volumes and levels of use. An exception to this is that road humps constructed in accordance with Road Hump Regulations do require lighting.³

² Highways Act 1980 – Section 97 (<https://www.legislation.gov.uk/ukpga/1980/66/section/97>)

³The Highways (Road Humps) Regulations 1999 (Regulation 5)

<http://www.legislation.gov.uk/uksi/1999/1025/regulation/5/made>

3.3 Part night lighting

The times at which lights are switched off in Lincolnshire are from around midnight until 6am, if light levels require it. The timing is governed by intelligent photo-cells which, on installation, assess the length of the night and whether it is getting longer or shorter to see what time of year it is, and then adjusting its timings accordingly. These sensors therefore also have an adjustment period around the time that the clocks change, and maybe affected if there is a power cut.

In addition, part night lighting has been applied to new development roads within Lincolnshire since 2010, before being introduced more widely as part of the transformation project.

A policy decision was taken by the Executive Councillor for Highways, Transport and IT in March 2016 to amend the Street Lighting Policy. The amendments updated the hierarchy to be worked through for existing street lights wherever practicable to be as follows:

- 1) Complete removal of lights (subject to a lighting assessment and local engagement) where this is the most financially sustainable solution considering removal costs.
- 2) Turning lights off (subject to a lighting assessment)
- 3) Part night lighting (Dusk to 2400 then 0600 to Dawn)
- 4) Dimming lights
- 5) As a last resort, leaving lights fully lit during normal lighting hours.

This decision included a section on implementation of the policy, which whilst not part of the policy includes principles regarding how it should be applied. In relation to the application of part-night lighting it proposed that existing lights be converted to part-night lighting as part of the Street Lighting Transformation Project. In residential and commercial areas, this would be where columns are 6m tall or less. On industrial estates, all columns would be part-night lit.

3.4 Exemption sites

The revised policy introduced in 2016 set out in principle that a location with any of the following characteristics could be considered for an exemption in determining the final application of the policy relating to part-night lighting:

- A significant record of night-time road traffic accidents, as advised by the Lincolnshire Road Safety Partnership
- A significant record of night-time crime, as advised by the Police or Community Safety Partnership
- An adjoining care / nursing home, sheltered housing, or warden controlled accommodation
- An operational emergency service facility, including Fire, Ambulance, Police, Coast Guard, or Hospital with 24 hour A&E
- A highway safety feature, such as traffic calming, speed humps, zebra crossings etc.

- A significant night time economy, defined as the centre of a major urban area or larger town as referred to in the County Council's Local Transport Plan 4
- Permanent Local Authority or Police CCTV surveillance equipment
- A footpath and/or cycleway that links to two separate roads that are lit all night

3.5 Other considerations

Central Management System (CMS)

Authorities that have introduced a CMS are able to relatively quickly and cheaply reverse any part-night operation. However, the initial investment for a CMS and the annual running charges are significant across a large lighting stock such as in Lincolnshire.

LED lighting options

The extra over cost of conversion (of the lower powered lamps that have generally been converted to part night operation) to an LED lamp rather than re-lamping the existing light is approximately £120 per unit, if carried out as part of the routine maintenance visit. The payback period would be approximately 10 years.

Where reversal is combined with the introduction of LED lighting and dimming, energy savings can be maintained, although the initial investment to do this is significant across a large lighting stock.

If all the part-night lights had been converted to LED as part of the Transformation project, then the additional cost of the project would have been in the order of £5.5M.

4. Other local authorities part night lighting arrangements

A national research project in October 2014 identified that 48% of lighting authorities that responded had instigated some part-night lighting. As part of the Scrutiny Review the experience of other authorities was canvassed as part of the review through established contacts and professional technical groups. This information was discussed at a meeting of the Scrutiny Panel on 24 January 2018.

Cambridgeshire

In April 2016, Cambridgeshire commenced conversion to part-night any of its 58,000 streetlights that are in residential areas. However, by December 2016 the Council had voted to reverse this. There was no empirical data to suggest that crime or accidents had risen and the timescale in which the decision was reversed would not have allowed relevant data to be gathered. This decision appears to have been made based on perception, with complaints from elderly people and shift workers being cited in the debate.

During the brief time that part-night lighting was in place, Cambridgeshire operated a policy whereby parishes or District Councils could pay for lights to remain on all night; Cambridge City Council paid to keep all lights on within the City Boundary from the start.

It is worth noting that Cambridgeshire operate a Central Management System (CMS), meaning that changes can be implemented cheaply and quickly.

Nottinghamshire

Nottinghamshire started introducing part-night lighting in 2010 but, despite having consulted on this in advance, found that they received many complaints and petitions as it was rolled out. A change in administration in 2013 resulted in the reversal of the policy and Nottinghamshire have decided to replace all lighting stock with LEDs, dimmed during the early hours.

Nottinghamshire does not have a CMS, so they would have incurred significant costs in implementing this reversal.

Derbyshire

Derbyshire has limited part-night lighting, with around 8000 out of 90,000 lights converted between 2012 and 2015. This has reduced to around 7355, with those that have been reversed being done so through discussion with the Community Safety Team. In addition, when the fittings on part-night lights were converted to LED, they were also returned to being on all night; this is no longer the case so that part-night lights remain as such when changed to LED.

The feedback from officers is that residents who experience a theft tend to attribute this to part- night lighting rather than their own security provisions and that it is fear of crime rather than actual data which has led to reversals.

Derbyshire does not have a CMS, so there is a cost in reversing any part-night operated lights.

Leicestershire

Since 2010 almost 55% of Leicestershire's 68,000 lights have been converted to part-night operation. By the end of the current financial year all lights within Leicestershire will also be LED and controlled through a CMS; however, part-night lighting will be retained where it has been implemented.

The only reversals of part-night lighting in Leicestershire have been done in conjunction with the police, mainly in response to specific spates of crime. One such area saw an increase in vandalism to cars, perceived as being due to part-night lighting. However, another area had experienced a burglary spree for two weeks prior to the introduction of part-night lighting, which continued after its introduction, resulting in selective reversal in the area.

The most significant area for partial reversal is the Oadby suburb of Leicester with around 23,000 inhabitants. They had experienced a spate of at least 27 break-ins over a matter of weeks in autumn 2017. Utilising the CMS, the Police asked for the street lights to be turned back on across Oadby until the end of January 2018 after which the situation is due to be reviewed with the possibility of reverting to part-night lighting. It is worth noting that additional crime-reduction measures have also been taken such as increasing police patrols.

Warwickshire

Warwickshire has roughly 50,000 street lights with part-night operation currently on 32,166. This phased operation began in December 2012, and has been implemented through a CMS.

The Principal Lighting Engineer has confirmed that there have been no reversals other than those which were overlooked as meeting the exception criteria for the project. Complaints regarding part night lighting are now at a low level indicating that part-night lighting has largely been accepted within the County.

North East Lincolnshire and North Lincolnshire

Neither of our neighbours to the north appears to have implemented any part-night lighting at this stage, although both have installed or are in the process of installing LED replacements to the majority of their stock. However, we have had enquiries from them about how we managed the implementation of part-night lighting, indicating that they are giving it some consideration.

Norfolk County Council

Norfolk has implemented a large scale part-night lighting programme on a large percentage of their 53,000 street lights. This has been implemented in full consultation with Norfolk Police and any reversals are required to be agreed and instigated by the Police.

To date, they have temporarily reversed a handful of lights using their CMS. This has been in response to specific incidents whilst the Police have undertaken inquiries. All of these have returned to being part-night operated following the completion of the Police investigations. To date therefore there have been no permanent reversals due to crime or other incidents.

Kent County Council

Kent is one of the largest lighting authorities in the UK with 118,000 street lights. In 2014 60,000 of these were converted to part-night operation. Subsequently, a consultation process was instigated which included workshops, focus groups and a public survey. As a result it was decided in February 2016 that the savings to be made by installing LEDs and dimming could allow the restoration of all night lighting as and when the LEDs are installed, which is to be over a 14 month period.

The Authority recently awarded a 15 year contract whereby all street lights will be converted to LED and a CMS installed. It should be noted that there is no information to suggest that this reversal was in any way linked to an actual increase in crime but as a response to the consultation.



5. Engagement during the review

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. This section covers the engagement tools which were used to seek, receive and consider the views of key stakeholders in Lincolnshire.

In undertaking this review it was agreed to develop a survey to invite views from members of the public to be considered as part the Scrutiny Review process. The survey was launched on 17 November 2017 and was made available on the County Council's website until the 05 January 2018. The survey asked a number of questions to ascertain the impact of the change, both positive and negative and also allowed for feedback on any other exemptions that could be considered by the scrutiny panel.

The survey was widely publicised in local media; two news releases were issued to promote the survey (on 17 November and 20 December) which resulted in 26 items in the local media. Both releases were also posted on the LCC website, the first release was viewed 1,939 times and the second 411 times.

The survey was also promoted via County News, which was delivered to around 350,000 homes and businesses across the county at the end of November. In addition, it was advertised and shared through the council's social media accounts.

The Scrutiny Panel wishes to record its appreciation for the excellent response to the survey, with 5305 responses being received. This level of response confirmed that engagement with the public was an essential element of the review.

The Scrutiny Panel also distributed a letter to local communities to promote engagement with the Scrutiny Review process and highlight the various methods of engagement. This included -

- 70 County Councillors
- 285 District Councillors
- 54 Parish / Town Councils sent a written letter
- 351 Parish / Town Councils sent an email letter
- 7 District Councils

The Scrutiny Panel also wrote to all Lincolnshire MP's as part of the process to seek any additional evidence for the review –

- Victoria Atkins (Louth and Horncastle), Nicholas Boles (Grantham and Stamford), John Hayes (South Holland and The Deepings), Dr Caroline Johnson (Sleaford and North Hykeham), Karen Lee (Lincoln), Sir Edward Leigh (Gainsborough), Matt Warman (Boston and Skegness).

In addition, the Scrutiny Panel contacted local Emergency Services to seek their views on the impact on the services they provide -

- Lincolnshire Police
- Lincolnshire Fire and Rescue
- East Midlands Ambulance Service (EMAS)

6. Analysis

The Scrutiny Panel heard a range of evidence throughout the review in order to form a better understanding of the matters relating to the impact of the change to part night street lighting. This section covers the evidence considered by the panel.

6.1 Public Engagement Survey

The public engagement undertaken asked respondents for partial details of their postcode. Of the 5,305 respondents, 43% gave their full postcode and the rest gave a partial or no postcode. At least 80% of the results were mapped to a district level and only 50% to a more detailed location.

Results by location

Lincoln and West Lindsey had the highest response rate (over 7 people per 1,000 population), while the lowest response rate was in South Holland (just under 4 people per 1,000 population). The overall Lincolnshire average was 5.5 people per 1,000 population.

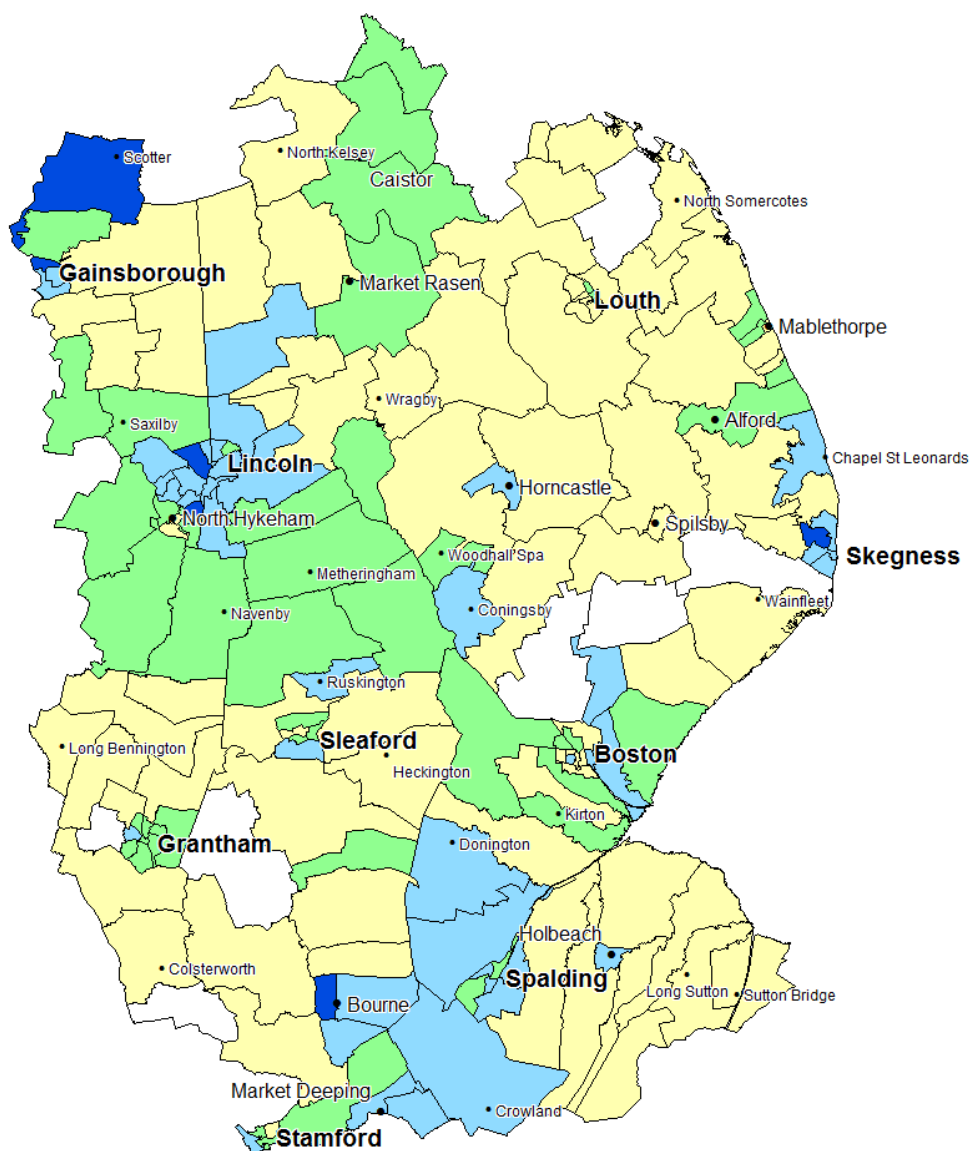
Local authority	Number of responses	% of all responses	Response rate per 1,000 pop
Boston	341	6.4%	5.05
East Lindsey	826	15.6%	5.97
Lincoln	687	13.0%	7.02
North Kesteven	521	9.8%	4.60
South Holland	368	6.9%	3.98
South Kesteven	687	13.0%	4.90
West Lindsey	684	12.9%	7.30
Unmatched postcodes	1,191	22.5%	N/A
All Lincolnshire matched postcodes	4,114	77.5%	5.53
All survey responses	5,305	100.0%	N/A

The survey results indicate a variation between local authority districts in their feedback about the street lighting changes. Boston had a significantly higher negative response rate than the other districts, while North Kesteven had a significantly lower negative response rate than the other districts.

Local authority	Negative and extremely negative	No impact	Positive and extremely positive
Boston	83.9%	7.6%	8.5%
East Lindsey	74.2%	12.2%	13.6%
Lincoln	75.0%	10.8%	14.3%
North Kesteven	59.7%	24.0%	16.3%
South Holland	75.0%	15.5%	9.5%
South Kesteven	72.8%	12.7%	14.6%
West Lindsey	72.8%	12.7%	14.5%
Unmatched postcodes	78.5%	11.6%	9.9%
All responses	74.2%	13.1%	12.7%

Survey responses matched to 2011 district council wards

The raw number of survey responses matched to each 2011 district council ward



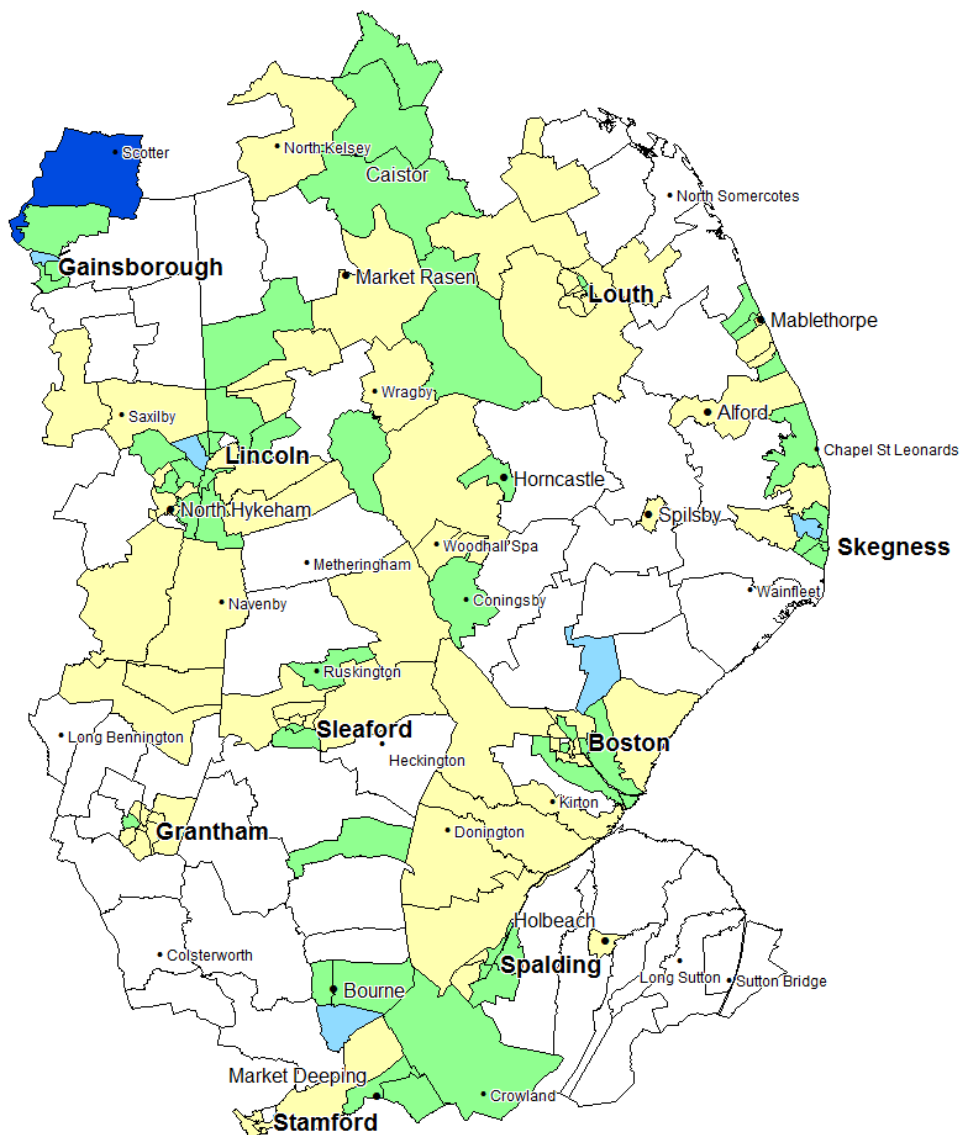
Map Legend: White = no matched responses; Yellow = 1-9 matched responses; Green = 10-19 matched responses; Light blue = 20 to 49 matched responses; Dark blue = 50+ matched responses

The following wards had 50 or more matched survey responses: Carholme (Lincoln) 164 matched responses, Scotter (West Lindsey) 113 matched responses, Gainsborough North (West Lindsey) 82 matched responses, St Clement's (Skegness, East Lindsey) 66 matched responses, Bracebridge (Lincoln) 54 matched responses, Bourne West (South Kesteven) 53 matched responses.

Survey responses expressed as a rate per 1,000 resident population

The number of survey responses matched to each 2011 district council ward expressed as a rate per 1,000 resident population.

The average response rate for those survey responses that could be mapped to a 2011 district ward was 4 per 1,000 resident population. This means that any ward shaded in green, light blue or dark blue has an above average response rate.



Map Legend:

White = response rate of less than 2 per 1,000 resident population

Yellow = response rate of between 2 and 3.9 per 1,000 resident population

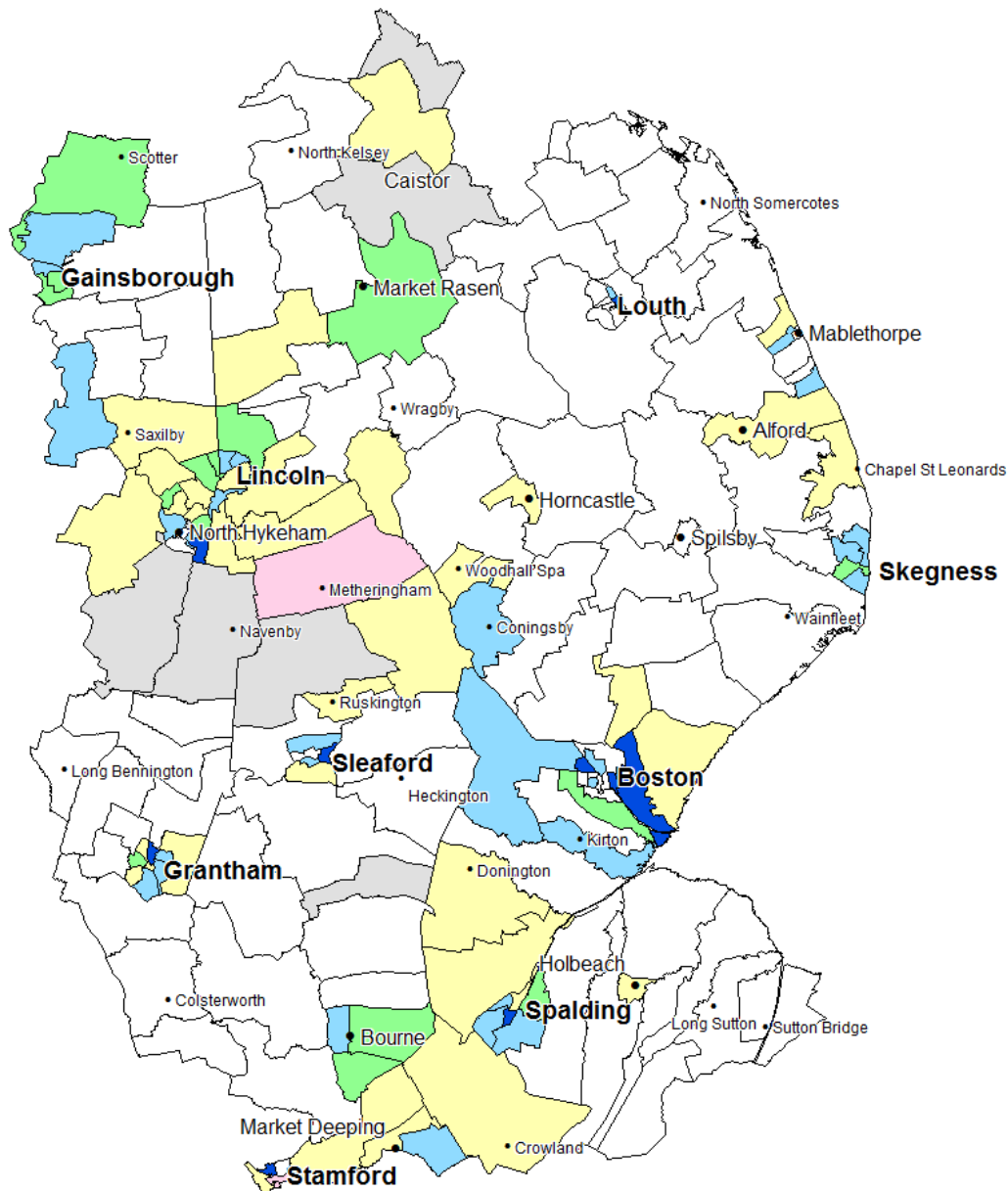
Green = response rate of between 4 and 9.9 per 1,000 resident population

Light blue = response rate of between 10 and 14.9 per 1,000 resident population

Dark blue = response rate of more than 15 per 1,000 resident population

Responses which indicated a negative or extremely negative impact

The proportion of responses that stated that the street lighting changes had a negative or extremely negative impact. Only those wards with at least 10 responses matched to them have been mapped.



Map Legend:

White = fewer than 10 matched responses

Pink = fewer than 25% of respondents stated there was a negative impact

Grey = between 25% and 49.9% of respondents stated there was a negative impact

Yellow = between 50% and 72.9% of respondents stated there was a negative impact

Green = between 73% and 79.9% of respondents stated there was a negative impact

Light blue = between 80% and 89.9% of respondents stated there was a negative impact

Dark blue = over 90% of respondents stated there was a negative impact

The average proportion of matched respondents who stated there was a negative impact from street lighting changes was 73%. This means that any ward shaded in green, light blue or dark blue has an above average response rate for negative impact. Wards shaded pink and grey are those where fewer than half of the responses were negative.

Those wards with the highest and lowest negative response rates are as follows:

2011 ward	All matched responses	% responses that were negative
Skirbeck, Boston	41	95.1%
Spalding St John's, South Holland	30	93.3%
St Wulfram's, South Kesteven (Grantham)	15	93.3%
All Saints, South Kesteven (Stamford)	14	92.9%
Fishtoft, Boston	26	92.3%
Trinity, East Lindsey (Louth)	13	92.3%
Fenside, Boston	11	90.9%
Waddington West, North Kesteven	11	90.9%
Sleaford Navigation, North Kesteven	10	90.0%
St Mary's, South Kesteven (Stamford)	13	15.4%
Metheringham, North Kesteven	10	10.0%

Response free text which highlighted a work based impact

More than a quarter of the responses by those who indicated that the street lighting changes had been negative or extremely negative explicitly mentioned work. This rose to more than 1 in 3 such respondents in Boston and South Holland.

Local authority	% negative or extremely negative respondents who explicitly mentioned work
Boston	35.3%
East Lindsey	27.2%
Lincoln	23.7%
North Kesteven	30.5%
South Holland	36.2%
South Kesteven	26.8%

West Lindsey	26.7%
Unmatched postcodes	27.1%
All survey responses	28.1%

Results by age range

Below are the results broken down by age range and response to the street lighting changes. It would appear that there is a generational divide. 4 out of 5 of those under 54 have a negative response to the change. This drops to 1 in 2 for the 75-84 group. In other words, while this change is negatively affecting more than half of respondents belonging to all age groups, it is those of working age who report being most negatively affected.

Age range	Number of respondents	Negative and extremely negative	No impact	Positive and extremely positive
15 and under	5	100.0%	0.0%	0.0%
16-19	76	80.3%	5.3%	14.5%
20-24	248	80.6%	9.7%	9.7%
25-34	737	82.1%	11.5%	6.4%
35-44	936	80.3%	10.1%	9.5%
45-54	1,249	78.1%	11.8%	10.1%
55-64	1,071	67.6%	16.6%	15.8%
65-74	734	61.0%	16.6%	22.3%
75-84	136	53.7%	23.5%	22.8%
85 and over	15	60.0%	13.3%	26.7%
Undisclosed	98	83.7%	11.2%	5.1%

6.2 Additional Exemption Sites

The survey set out the current exemptions where part night lighting has not be implemented, and asked those completing the survey if any other exemptions should be included. The following general areas were highlighted as part of the survey response:

- Unguarded river banks
- Near schools
- High speed roads with no cats-eyes/road studs
- Coastal areas
- Outside of railway stations
- Areas of shift working
- Public transport points
- Defibrillator site
- University campus
- Flood risk areas
- Areas of high older population

In addition, the survey indicated that greater consideration should be given to local groups, businesses or residents who strongly petition for the need for their localised street lighting to remain on.

6.3 Lincolnshire Police

Lincolnshire Police released their initial findings into the effect of the introduction of part-night street lighting in an independent report on 27 November 2017. The Scrutiny Panel received a full briefing on the findings at its meeting on 6th December 2017.

The initial findings were that the Police could find no evidence to suggest that part-night street lighting had caused an increase in overnight crime. Crimes considered in the report included burglaries, Theft from person and personal robbery, vehicle offences and cases of criminal damage in the areas affected by the changes.

Their report compared crime levels from before the introduction of part-night lighting to now that street lights have been switched off between the hours of midnight and 6am. The Panel noted that there had been an increase in some of these overnight crime types (Criminal Damage) and that overall crime in Lincolnshire had also increased, as it has nationally. Overall crime was reported as up by 4% in Lincolnshire where the national average stands at an 11% rise.

The data used for this report was for offences of burglary, criminal damage, vehicle and violence against the person/personal robbery, which were recorded as occurring between 0000 - 0600 hours, to align with the approximate hours that street lighting has been turned off.

The Police report concluded the following –

"Overall, when looking at this data, it is not possible to conclude whether the changes over the two time periods at each geographical level within Lincolnshire are the result of implementing 'part-night' lighting.

There are peaks within the data, both on a slight and more substantial scale, which can, on occasion be accounted for by a series of crimes. This is not always the case and there are instances where a cause for the increase or reduction in data cannot be explained.

The variations in the data for areas or specific beat codes lack consistency in the direction of change, for example an increase occurred for burglary offences yet vehicle crimes reduced. In order to conclude that crime levels have been affected by the implementation of 'part-night' street lighting, a consistent pattern in terms of direction and scale of the changes would be expected amongst the data. Due to this lack of uniformity across crime type in terms of the change, it is not possible to distinctly conclude that street lighting has an impact upon the levels of crime." ⁴

⁴ Page 35 - Lincolnshire County Council Street Lighting Transformation Project and Lincolnshire Police crime rates report (Version 2) November 2017

The scrutiny panel considered a number of recommendations from Lincolnshire Police included as part of the report

- A review/replication of this report when a full year of data is available for all areas across Lincolnshire to ensure data is more geographical aligned with the council areas.
- Better reporting to reflect the lighting conditions for when the crime occurred. If use of this field can be encouraged it will provide better records of data and allow a more reflective assessment of specific streets where crimes have occurred and street lighting has been turned off.
- Ensure continued communication with the public to address the perception of fear of crime.

6.4 Lincolnshire Road Safety Partnership

The Scrutiny Panel received an update from Graeme Butler from the Lincolnshire Road Safety Partnership (LRSP) on 3 November 2017. The LRSP is a data led organisation in terms of accident reporting, and works very closely with Lincolnshire Police.

The LRSP indicated that there had not been enough time to gather statistics relating to street lighting. However, the Police collected all data at the site of any injury accident, including information relating to street lighting, such as whether there was:

- Daylight
- Darkness with street lights lit
- Darkness with street lights not lit

LRSP confirmed that some useable data may be available in 2018, but the panel considered that the time since the implementation of part night lighting means it is still very early to make any meaningful comparisons in relation to Road Safety.

6.5 The Safer Lincolnshire Partnership

The Scrutiny Panel received an update from Sara Barry, Safer Communities Manager on 3 November 2017. The role of the Safer Communities team is to ensure that the County Council addressed its duties in relation to crime and disorder in relation to the prevention of crime and addressing the fear of crime.

Prior to the start of the Street Lighting Transformation Project, the Safer Communities team were asked to highlight the high crime areas in the county, and it had been difficult to identify these areas in Lincolnshire, as it was generally a safe county. However, the team was able to provide data on a detailed basis to the Street Lighting Team. Some research of the situation nationally was also carried out for those areas where street lights had been turned off, this research showed that in a lot of cases crime had fallen, however, there was no data regarding the fear of crime.

It was the intention to carry out some research once the lights had been changed for some time to examine how crime patterns had changed.

The responsibility of the Safer Lincolnshire Partnership is to engage with the community to understand the issues which were concerning them. Some research was carried out working with the PCC, and of 858 responses, only 14 mentioned street lighting as a problem or a fear of safety in their locality.

6.6 Lincolnshire Fire and Rescue (LFR)

The Scrutiny Panel received a briefing from John Cook, Assistant Chief Fire Officer on 24 January 2018 to discuss any perceived impacts on Lincolnshire Fire and Rescue due to the introduction Part Night Street Lighting policy.

It was reported that there had been a number of cases where issues had been raised by fire fighters who felt that no street lighting had made it more hazardous when responding to calls and travelling from home. Some of the issues included dark streets and not being able to see parked cars or other obstacles. From a Fire Service perspective, it was highlighted that staff were well supported to deal with responding to incidents.

Lincolnshire Fire and Rescue (LFR) indicated that overall there had been no negative impact on the service, as all fire engines were fitted with mast lights, torches and all firefighters helmets had LED lights installed. It was still believed that this was the case in relation to service activities.

6.7 East Midlands Ambulance Service (EMAS)

A response from East Midlands Ambulance Service (EMAS) was received on the 5 March 2018. EMAS reported that they had undertaken a review of untoward incident reports and undertaken discussions with staff. To the best of knowledge EMAS were not aware of any detriment to responding or associated incidents. EMAS reported that staff and vehicles in the rurality of Lincolnshire are accustomed to attending address's with limited street light availability.

EMAS reported that regardless of lighting conditions the key issue commonly faced was the identification of house names or numbers from a roadside position. Further to this, EMAS suggested that any communications highlight the need for either outside lights or boundary/driveway house names or numbers that are clearly visible would be highly beneficial in responding to emergency calls.

6.8 Members of Parliament (MPs)

John Hayes CBE MP (South Holland and The Deepings)

A petition signed by residents of Spalding calling for Street Lighting to be turned on in residential areas was forwarded for consideration as part of the review. The residents also suggested that maybe alternative street lights could be left on.

Karen Lee MP (Lincoln)

'First of all, I regularly undertake doorstep surgeries with a number of local City of Lincoln Councillors. Complaints about the streets being in complete darkness late at nights are an issue which is raised every single time I undertake this kind of surgery. I accompanied Cllr Jane Loffhagen last Saturday in the Brant Rd area of Lincoln and I received a substantial number of complaints about the lack of proper street lighting. I've also been out in the Hykeham Rd and Ermine/ Cathedral area. It is my understanding that complaints to City Councillors are passed on to elected members of the County Council following such surgeries and that County Councillors have been made aware.

The concerns raised are around personal safety, i.e. the fear of being attacked in the dark, as well as falling or tripping in the darkness. People are worried about vandalism to cars and other property in the dark. People have said to me that they no longer go out at night because of the lights being switched off so that clearly does have an impact on the local business economy as well as causing social isolation. People say they are disappointed at the fact that they pay for local services such as street lighting and they feel they are being short changed.

On a personal level I would echo those comments. I live in Lincoln and the lack of lighting is something which concerns me when I am out late at night. The above issues, i.e. being attacked in the dark, falling or tripping over bother me and I am concerned about the possible implications with regard to the selling of drugs by people locally who know their activities cannot be seen in the dark.'

6.9 City of Lincoln Council

A submission from City of Lincoln Council was received on 21 December 2017 from Francesca Bell, Anti-Social Behaviour and Licensing Service Manager. The response indicated that following engagement with staff and elected members the following points were highlighted for consideration as part of the review:

From Paul Carrick – Neighbourhood Manager:

'In my experience of working with residents in the Central area of Lincoln, I would strongly suggest that turning off the street lights has had a huge impact on the fear of crime in these areas. Concerns over safety have also been reported to me. Pavements, particularly in the Sincil Bank area can be difficult to navigate due to cars parked on the pavements and bins left out on the streets'

City of Lincoln Council also informed the Scrutiny Panel that their own data regarding levels of anti-social behaviour (ASB) from the 1 April 2016 to 31 March 2017 (street lighting reduced) had indicated an overall decrease of ASB by 18% and that this was in line with the trend over the last 4 years.

The response concluded that whilst data held by the City Council didn't suggest there has been an increase in crime, partner agencies working with communities had reported that fear of crime and ASB had risen. Fear of crime and ASB is a particular

issue for those who are elderly or vulnerable. The impact of this often leads to further isolation from communities and can exacerbate existing conditions particularly relating to mental health and acts as a barrier to seeking help and support.⁵

6.10 Town and Parish Councils

Town and Parish Councils responded formally as part of the engagement activity and consulted with residents regarding the impact of the introduction of part night street lighting.

- Highlighting specific areas where lights should be reinstated

6.11 Other Public Feedback

A range of other public feedback was received during the survey period which included both written and e-mail submissions.

- Requests for specific lights to be reinstated
- Highlighting specific trip hazards or reporting slips, trips or falls
- ePetitions on 'Intelligent Street Lighting' and 'Turn Street Lights back on'

⁵ City of Lincoln Council response to Impact of the Part Night Lighting Policy Scrutiny Review 21/12/2017

7. Outcomes and recommendations

When considering the evidence and comments received as part of the engagement process the Scrutiny Panel found that as well as collecting statistical data, the evidence collecting and public engagement provided the opportunity to collect more detailed information through direct feedback and engagement. Information provided throughout the process has been used to identify a number of 'key themes'. These are:

- **Crime Rates, Fears about Safety and Crime**
- **Road Safety and Collisions**
- **Impact on Emergency Services**
- **Social Impact and Personal Safety**
- **Economy & Employment**
- **Environmental Impact**
- **Public/Community Engagement**
- **Technical Considerations**

The Scrutiny Panel considered these themes when reviewing the evidence and considering recommendations.

7.1 Crime Rates, Fears about Safety and Crime

The survey responses indicated a perceived reduction in safety and a perceived increase in actual crime or the fear of crime as a result of the introduction of part night street lighting. This is linked to the perception that crime rates have increased across Lincolnshire and that street lighting prevents crime.

Areas of crime and fears of crime indicated from the survey included:

- sexual assaults
- burglaries
- car and van crime
- drug use
- fear of mugging
- vandalism
- anti-social behaviour

A number of responses also indicated a substantial perceived increase in crime along the Lincolnshire coast since the introduction of part night lighting.

The Scrutiny Panel acknowledges that fears about public safety and crime levels were a key theme highlighted throughout the review and it is recommended that crime rates and fears about safety/crime are continued to be reviewed over the coming years to monitor the longer term impact of the introduction of part night street lighting. However, the evidence received as part of this review shows little evidence to suggest night time crime has significantly increased.

The Scrutiny Panel supports continued regular engagement between Lincolnshire Police, the Safer Lincolnshire Partnership and the County Council Street Lighting Team to ensure that where there is a significant increase in recorded night-time crime in the future, lighting levels are appropriately reviewed. This should support the

work of the Safer Lincolnshire Partnership, Lincolnshire Police and Police and Crime Commissioner.

Recommendation 1

That Lincolnshire Police are requested to continue to review and update a street lighting crime data report for consideration by Lincolnshire County Council's Public Protection and Communities Scrutiny Committee on an annual basis.

In addition, the following considerations to be reviewed by Lincolnshire Police for development as part of future reports:

- Where possible, ensure the clear recording of the lighting conditions for when the crime occurred to allow better records of data and to allow a more reflective assessment of specific streets where crimes have occurred and street lighting has been reduced.
- Inclusion of additional crime types highlighted as a key concern for local residents as part of the public engagement activity - sexual offences, burglaries, car and van crime, drug related incidents, muggings, vandalism and anti-social behaviour.

7.2 Road Safety and Collisions

The engagement activity indicated a perception that there has been an increase in car accidents and road collisions since the introduction of part night street lighting. There has also been a reported perceived reduction in visibility/poor driving conditions in areas where the lights switch off at midnight and that drivers are experiencing difficulty in seeing parked cars in built up areas.

There was also an indication from survey responses that there is a need for reflective road studs on main routes where lighting has been removed or is now part night lit; and that drivers are experiencing difficulties with visibility of parked cars in built up areas.

The survey responses also indicate the following: -

- road markings are difficult to see in unlit areas
- that main junctions need to be reviewed due to safety concerns
- That cyclists and pedestrians are not wearing reflective clothing where lights are part night lit resulting in dangerous conditions.

The Scrutiny Panel recognises that road safety continues to be a key priority area within Lincolnshire. The Lincolnshire Road Safety Partnership is a data rich organisation in terms of accident reporting and works closely with Lincolnshire Police. The scrutiny panel acknowledges that at this point there has not been sufficient time to gather sufficient statistics to make any comparisons or identify any meaningful impacts resulting from the change to part night street lighting.

The Scrutiny Panel also notes that the Police collect data at the site of any injury accident, including information relating to street lighting. While the police may record at an accident that it occurred in darkness, this does not mean that darkness was the cause of the accident.

The Scrutiny Panel has also considered that lighting levels on key routes, including major roads and key junctions remains unchanged as part of the introduction of part night lighting with around 41% of LCC's street lights remaining lit throughout the night. The Scrutiny Panel have noted that as a rural area there are significant areas of the county's highway network, including many residential areas, where there is no LCC street lighting at all.

The Scrutiny Panel supports the need to continue to monitor accident trends over the coming years to fully understand if part night street lighting does have a meaningful impact, however at this stage no clear has been identified.

Recommendation 2

That the Lincolnshire Road Safety Partnership ensures data regarding street lighting levels is captured and reported as part of any analysis of road safety and collisions. And, for this data to be reported and considered by Lincolnshire County Council's Public Protection and Communities Scrutiny Committee on an annual basis.

7.3 Impact on Emergency Services

The scrutiny panel engagement indicates that there has been a perceived reduction in the emergency services ability to respond to emergencies in areas where part night lighting has been introduced. This was reported to be in part due to crews encountering problems locating addresses and houses after midnight in those areas where part night lighting has been introduced.

The Scrutiny Panel acknowledges public perception that emergency services ability to respond has been impacted in areas where part night lighting has been introduced. There have also been reports of individual Police, Fire and EMAS officers in communities highlighting local concerns.

The Scrutiny Panel recognises that as part of this review none of the command and control bodies of the three emergency services in Lincolnshire have indicated a significant impact from the introduction of part night street lighting.

In addition, the Scrutiny Panel considered additional exemptions highlighted through the engagement activity and support the exemption from part-night lighting of lights in the immediate vicinity of registered community accessible defibrillator sites.

Recommendation 3

That the Executive considers formalising the list of exemption sites as part of the County Council Street Lighting Policy and include an additional exemption for community public access defibrillator sites where requested by local communities.

7.4 Social Impact & Personal Safety

The survey results indicate a focus on personal safety issues as part of the responses received. This includes perceptions in relation to poor conditions of pavements and other trip hazards. There were also a range of fears highlighted from residents about walking home from work in darkness and the duty of care implications.

The survey results indicate a perception that the change to part night street lighting has increased a general sense of social isolation and placed a curfew on some residents. It was also indicated that there has been a perceived increase in the levels of antisocial behaviour, youth drinking and drug taking.

From a public health perspective the survey results highlight a view that the change to part night street lighting has had a negative impact on vulnerable people and has had a negative effect on some residents' mental health.

There was also a perception that the implementation of part night street lighting has taken away the independence of disabled residents with limited mobility and had an impact on carers and care visitors attending late visits.

The Scrutiny Panel recommends that additional work is undertaken to review, improve and communicate more effectively with the public to support greater awareness and clarity of the messages in relation to the concerns highlighted around Crime Rates, Fears about Safety and Crime. Lincolnshire remains one of the safest areas in the Country and this needs to be more effectively communicated going forward. The scrutiny Panel supports greater awareness and clarity of the messages in relation to the concerns highlighted around Crime Rates, Fears about Safety and Crime.

Recommendation 4

That the Executive endorse working between the County Council and other agencies to plan communication activity with the public to reassure and address the cause of fears of crime surrounding the change to part night street lighting. And, to develop an action plan and work to reduce these fears and change public perceptions.

7.5 Economy & Employment

The survey results indicate a perceived concern across Lincolnshire due to the impact of part night lighting on shift workers. This includes the impact on businesses which form part of the night time economy (bars, pubs, clubs, etc) and also businesses where employees start/leave work during the hours of midnight to 06:00am. There was a strong suggestion that the Council should consider amending the part time lighting hours to 1am till 5am to reduce the level of impact on Businesses and shift workers.

The impact of part night lighting on shift workers was key theme highlighted from the public engagement during the review. The Scrutiny Panel propose a revision to the policy / list of exemptions to enable full night lighting to be restored within the immediate vicinity of large employers who operate shift working patterns such as Hospitals, Large Employers, etc.

The survey results also indicated that there is a perceived impact on tourism in coastal areas where many visitors are unaware of part night lighting.

The Scrutiny Panel notes that no conclusive evidence to suggest the change to part night street lighting has effected the night time economy was submitted as part of the process.

7.6 Environmental Impact

The results indicate that the majority of the environmental impacts highlighted from the survey were positive, such as the reduced energy usage and costs from part night lighting and the reduced carbon emissions. The reduced impact on wildlife due to darker nights and reduction in overall light pollution was also a key area highlighted.

The survey results also indicate a perception that there has been an increase in the volume of fly tipping since the introduction of part night lighting.

The Scrutiny Panel notes that overall the change to part night street lighting has resulted in a 50% reduction in energy consumption by street lighting across the County and over 6,200 tonnes of CO2 saved year on year. This is over a third of the council's five year carbon reduction target.

Other reported environmental impacts have also been positive, such as reduced levels of light pollution. There have been no indications of an increase in fly tipping since the introduction of part night lighting reported to the Scrutiny Panel as part of this process.

7.7 Public Engagement

The survey results indicate a perception that the County Council should have undertaken a full public consultation prior to making the decision to introduce part night lighting, and that local communities should have been consulted before the decision was considered.

Legal advice provided to the County Council was that as street lighting is a universal service, there is no statutory duty to consult as any changes fall within the wide discretion afforded local authorities in law to determine how to exercise statutory powers in the interests of their communities.

In addition, the survey also indicates a perception that the County Council should have given more consideration to the wider introduction of LED lighting as a way to reduce costs but maintain all night lighting or dimmed lighting levels.

The Scrutiny Panel recognises that concerns across Lincolnshire are localised and support the development of an appropriate protocol to enable local communities local street lighting to be upgraded to LED and reinstated to full night lighting where required and on request as part of routine maintenance.

The Scrutiny Panel do not propose for other authorities to adopt street lights from the County Council, however the option for agreements to be put in place to between the County Council and Town/Parish/District Councils to support local communities restore full night lighting where there is a genuine concern should to be available.

Recommendation 5

That the Executive considers the County Council developing an appropriate protocol to enable local communities (through Town/Parish/District Councils) to financially support street lighting to be upgraded to LED and reinstated to full night operation on request as part of routine maintenance.

7.8 Technical Considerations

The survey results highlight a number of technical observations from residents in relation to the inconsistency of switch off times for street lights using the sensors. In addition the quality of light provided by LED lamps was also highlighted as well as the overall brightness levels of street lights.

The Scrutiny Panel recognises the range of technical views submitted as part of the engagement process. With regards to the inconsistency of switch off times the Scrutiny Panel notes that the change between British Summertime and Greenwich Mean Time in the spring and autumn does mean that the sensors on the part-night lights enter a period of adjustment during spring and autumn. During this time the lights may start to turn off slightly earlier or later than normal. Unfortunately, this is unavoidable but should have little or no impact on safety. The technology required

for dimming street lighting is still relatively expensive and in many cases the cost cannot be recovered through subsequent energy savings.

The Scrutiny Panel accepts that more effective communication with the public needs to take place during the adjustment phase and would seek to ensure that more effective communication take place going forward.

8. Contributors to the review

The Scrutiny Panel would like to extend their sincere thanks to the following people who have provided assistance during this review:

Lincolnshire County Council

- Sara Barry (Safer Communities Manager)
- John Cook (Assistant Chief Fire Officer)
- John Monk (Group Manager (Design Services))
- Patrick Cant (Senior Engineer)
- Daniel Steel (Scrutiny Officer)
- Ethan Thorpe (Strategic Communications)
- Rachel Wilson (Democratic Services Officer)
- Graeme Butler (Road Safety Partnership)
- Rob Hewis (Programme Officer, Community Engagement Team)
- Samantha Hardy (Programme Officer, Community Engagement Team)
- Councillor C L Perraton-Williams

Lincolnshire Police

- Shaun West (Assistant Chief Constable)
- Becky Soutar (Crime Analyst)

- County Councillors
- District Councillors
- Parish / Town Councils
- District Councils
- 5305 public engagement responses

More Information

If you would like any more information about the work of Overview and Scrutiny at Lincolnshire County Council then please get in touch with the Scrutiny Team by calling 01522 552102 or by e-mailing the Team at scrutiny@lincolnshire.gov.uk

Appendices

Appendix A	Summary of Recommendations
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Background Information

Document	Location
Lincolnshire Police Street Lighting & Crime Levels Report	https://www.lincs.police.uk/news-campaigns/news/2017/street-lighting-crime-levels-report-released/
Research published in the Journal of Epidemiology and Community Health based on 14 years of data from 62 local authorities across England and Wales	http://jech.bmj.com/content/early/2015/07/08/jech-2015-206012.short?g=w_jech_ahead_tab
Highways Act 1980 – Section 97	https://www.legislation.gov.uk/ukpga/1980/66/section/97
The Highways (Road Humps) Regulations 1999 (Regulation 5)	http://www.legislation.gov.uk/uksi/1999/1025/regulation/5/made

	Recommendation	Theme	Lead Areas
1	That Lincolnshire Police are requested to continue to review and update a street lighting crime data report for consideration by Lincolnshire County Council's Public Protection and Communities Scrutiny Committee on an annual basis.	Crime Rates, Fears about Safety and Crime	<ul style="list-style-type: none"> • Safer Communities • Lincolnshire Police • Public Protection and Communities Scrutiny Committee
2	That the Lincolnshire Road Safety Partnership ensures data regarding street lighting levels is captured and reported as part of an analysis of road safety and collisions. And, for this data to be reported and considered by Lincolnshire County Council's Public Protection and Communities Scrutiny Committee on an annual basis.	Road Safety and Collisions	<ul style="list-style-type: none"> • Lincolnshire Road Safety Partnership • Public Protection and Communities Scrutiny Committee
3	That the Executive considers formalising the list of exemption sites as part of the County Council Street Lighting Policy and include an additional exemption for community public access defibrillator sites where requested by local communities.	Impact on Emergency Services	<ul style="list-style-type: none"> • Street Lighting team (Technical Services)
4	That the Executive endorse working between the County Council and other agencies to plan communication activity with the public to reassure and address the cause of fears of crime surrounding the change to part night street lighting. And, to develop an action plan and work to reduce these fears and change public perceptions.	Social Impact & Personal Safety	<ul style="list-style-type: none"> • TBC
5	That the Executive considers the County Council developing an appropriate protocol to enable local communities (through Town/Parish/District Councils) to financially support street lighting to be upgraded to LED and reinstated to full night operation on request and as part of routine maintenance.	Public Engagement	<ul style="list-style-type: none"> • Street Lighting team (Technical Services)

**This report is issued by:
Lincolnshire County Council Democratic Services**

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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:	26 April 2018
Subject:	Scrutiny Committee Work Programmes: - <ul style="list-style-type: none"> • Adults and Community Wellbeing Scrutiny Committee • Health Scrutiny Committee for Lincolnshire

Summary:

On 29 June 2017, the Overview and Scrutiny Management Board agreed a process whereby it reviewed the work programme of each scrutiny committee on a quarterly basis, with the focus on two or three scrutiny committee work programmes at each meeting of this Board. This would allow in-depth consideration of the work programme; both in terms of the outcomes from the items considered and intended future activity.

This report sets out the work programmes of the Adults and Community Wellbeing Scrutiny Committee; and the Health Scrutiny Committee for Lincolnshire.

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 Adults and Community Wellbeing Scrutiny Committee (Appendix A to this report); and
 - the Health Scrutiny Committee for Lincolnshire (Appendix B).
- (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 on which their committee would be focusing. To date two rounds of reviews have taken place and this is the first report in the third round of reviews.

Scrutiny Committee	First Review	Second Review	Third Review	Fourth Review
Adults and Community Wellbeing	27 Jul 17	30 Nov 17	26 Apr 18	30 Aug 18
Health				
Children and Young People	28 Sept 17	25 Jan 18	24 May 18	27 Sept 18
Public Protection and Communities				
Environment and Economy	26 Oct 17	29 Mar 18	28 June 18	25 Oct 18
Highways and Transport				
Flood and Water Management				

Adults and Community Wellbeing Scrutiny Committee

The work programme of the Adults and Community Wellbeing Scrutiny Committee is attached at Appendix A. Councillor Hugo Marfleet, the Chairman of the Adults and Community Wellbeing Scrutiny Committee, will be making a statement to provide supporting information on the content of the work programme.

Health Scrutiny Committee for Lincolnshire

The work programme of the Health Scrutiny Committee for Lincolnshire is attached at Appendix B. Councillor Carl Macey, the Chairman of the Health Scrutiny Committee for Lincolnshire, will be making a statement to provide supporting information on the content of the work programme.

2. Conclusion

The Overview and Scrutiny Management Board is asked to consider the work programmes of the Adults and Community Wellbeing Scrutiny Committee, and the Health Scrutiny Committee for Lincolnshire.

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	Adults and Community Wellbeing Scrutiny Committee Work Programme
Appendix B	Health Scrutiny Committee for Lincolnshire Work Programme

5. Background Papers

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

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

ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE

Work Since Last Report: 29 November 2017 – 11 April 2018

This report covers four meetings of the Adults and Community Wellbeing Scrutiny Committee, which have taken place since the Committee's last report to the Overview and Scrutiny Management Board on 30 November 2017.

Care Quality Commission Findings

The Committee receives regular reports from the Care Quality Commission on its overall findings for residential and nursing homes in Lincolnshire. In November 2017, the Committee was advised that 79% of residential and nursing homes were rated as 'good' or 'outstanding'. The remaining homes were in the 'requires improvement' category, with two homes rated as 'inadequate'. The Committee was made aware of the support given to those homes in these two categories, so that they can improve. The Committee will continue to receive regular updates from the Care Quality Commission.

Performance Reporting

The Committee continues to adopt a themed approach to the reporting of performance. In effect, rather than focusing on a range of indicators across all services, the Committee has undertaken in-depth consideration of performance indicators in individual service areas. Since the last report to this Board, the Committee has focused on the indicators relating to the carers service; and the indicators for the health check programme. This approach has been beneficial in enabling the Committee to explore how the indicators relate to the service areas in question.

Procurement and Pre-Decision Scrutiny

The consideration of procurement proposals for adult care and community wellbeing services has continued to be a recurring theme for the Committee. In January 2018, the Committee considered the overall contract management arrangements, included the expected items subject to procurement in the coming year. The Committee has considered the following procurement pre-decision scrutiny items over the last four meetings:

- Local Stop Smoking Service
- NHS Health Check Programme
- Shared Lives Services

Other Pre-Decision Scrutiny Items

Other Pre-Decision scrutiny items have included a report by the Local Government and Social Care Ombudsman; and consideration of 'usual costs' paid by the Council for residential and nursing care. As part of this item, the Committee also considered the impact of increased agency nursing costs on nursing homes, which has led to

some of these homes to deregister their nursing beds. The Committee has asked for this to be progressed by the Health and Wellbeing Board, where innovative approaches to the definition of 'available nurse' could be explored. For example, it might be possible for homes within a defined geographical area to share a duty nurse.

Work Planned – From 30 May 2018

Future Work Programme

The plans for the Committee's future work programme are set out below: -

30 May 2018 – 10.00am	
<i>Item</i>	<i>Contributor(s)</i>
Home Care Survey Outcomes	Carolyn Nice, Assistant Director, Adult Frailty and Long Term Conditions
2017/18 Adult Care and Community Wellbeing Quarter 4 Performance	Theo Jarratt, County Manager, Performance Quality and Information
Adult Care and Community Wellbeing - Budget Outturn 2017-18	Steve Houchin, Head of Finance, Adult Care and Community Wellbeing
Healthwatch – Procurement Arrangements (<i>pre-decision scrutiny</i>)	
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Minutes - 16 April 2018, including report of Sub Group's consideration of: <ul style="list-style-type: none"> • LSAB – Peer Challenge Report of the LGA and the Response • Thematic Review of Financial Exploitation 	Democratic Services

4 July 2018 – 10.00am	
<i>Item</i>	<i>Contributor(s)</i>
Annual Report of the Director of Public Health	Derek Ward, Director of Public Health
The Role of the Director of Public Health	Derek Ward, Director of Public Health
Obesity	To be confirmed.
Winter Planning 2018/19	To be confirmed.

5 September 2018 – 10.00am	
<i>Item</i>	<i>Contributor(s)</i>
Adult Care and Community Wellbeing - Budget Monitoring 2018-19	Steve Houchin, Head of Finance, Adult Care and Community Wellbeing
Quarter 1 Performance Report	Theo Jarratt, County Manager, Performance Quality and Information
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Minutes - 9 July 2018	Democratic Services

10 October 2018 – 10.00am	
<i>Item</i>	<i>Contributor(s)</i>
Mosaic Update	Emma Scarth, Strategic Programme Lead for Mosaic
Government Green Paper on Care and Support for Older People	To be confirmed.

28 November 2018 – 10.00am	
<i>Item</i>	<i>Contributor(s)</i>
Wellbeing Service – Update Report, including: Telecare	Robin Bellamy, Wellbeing Commissioning Manager, Adult Care and Community Wellbeing
Quarter 2 Performance Report	Theo Jarratt, County Manager, Performance Quality and Information
Adult Care and Community Wellbeing - Budget Monitoring 2018-19	Steve Houchin, Head of Finance, Adult Care and Community Wellbeing
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Minutes - October 2018	Democratic Services

Potential Items for Inclusion in Work Programme

- Transforming Care – Learning Disabilities
- National Carers Strategy
- Joint Commissioning Arrangements.
- Telehealth – NHS Provision
- Alcohol Harm and Substance Misuse Services
- Local Government Association: High Impact Model

Other Potential Items for Inclusion in Work Programme

- Transforming Care – Learning Disabilities
- National Carers Strategy
- The Role of Community Hospitals in the Health and Care System
- Joint Commissioning Arrangements

HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE

Regulations and Guidance

Unlike most other overview and scrutiny committees, the Health Scrutiny Committee for Lincolnshire is required to follow specific regulations (*The Local Authority [Public Health, Health and Wellbeing Boards and Health Scrutiny] Regulations 2013*). In addition, the Committee is also required to have regard to guidance issued by the Secretary of State for Health (*Local Authority Health Scrutiny – Guidance to Support Local Authorities and Their Partners to Deliver Effective Health Scrutiny – Department of Health – June 2014*).

A key element in the regulations and guidance is the focus on responding to consultations by NHS commissioners on their plans for service changes. As a result of this, such activity would be expected to constitute an important role in the Committee's work programme.

Work from 13 December 2017 to 18 April 2018

Since the last report to the Overview and Scrutiny Management Board, the Health Scrutiny Committee for Lincolnshire has met on five occasions.

Lincolnshire Sustainability and Transformation Partnership (STP)

The Committee continues to receive quarterly reports on the overall STP. In addition to these quarterly reports, the Committee has focused on four of the STP's priorities (which are not subject to full public consultation):

- Mental Health;
- Operational Efficiency;
- the GP Forward View; and
- Integrated Neighbourhood Working.

A key development for the Lincolnshire STP has been its preparation of an Acute Services Review. The content of the Acute Services Review is not yet known, but it is understood that it was sent for approval to NHS England at the end of February 2018. Following NHS England's consideration and approval, any proposals for change will be taken forward into a pre-consultation business case, again for consideration and approval by NHS England. This will impact on the timing of the elements of STP's activities that require full public consultation. The absence of consultation, combined with the Acute Services Review, continues to be a frustration for the Committee.

Grantham A&E – Overnight Closure

Despite assurances in November 2017 that the required threshold for middle grade doctors would be reached at Grantham A&E, a decision was made in December 2017 to continue with its overnight closure. This followed a review by the East of England Clinical Senate and a change to the staffing threshold. As a result in January 2018, the Health Scrutiny Committee referred the matter to the Secretary of

State for Health and Social Care on the grounds of absence of consultation. A determination from the Secretary of State is awaited.

In March 2018, the Committee considered the Plan for Emergency and Urgent Care, which included proposals for between five and seven Urgent Treatment Centres. Urgent Treatment Centres are a national initiative from NHS England, which defines what would be on offer at each Urgent Treatment Centre. The Committee sought clarification on where the Urgent Treatment Centres in Lincolnshire would be located, but this was not forthcoming at the meeting.

Lincoln Walk-in Centre

The Lincoln Walk-in Centre closed in February 2018. However, the Committee has continued to monitor progress with alternative provision to the Walk-in Centre, such as extended GP opening hours, including weekend opening; and same-day appointments for children requiring urgent care.

Non-Emergency Patient Transport

Thames Ambulance Service Ltd was awarded the contract in Lincolnshire for non-emergency patient transport with effect from 1 July 2017. The Committee has recorded a vote of no confidence in the ability of Thames Ambulance Service to meet its required key performance indicators. Since that time there has been some improvement to the level of service, but the indicators overall are still not being met. The Committee will continue to monitor both the performance of Thames Ambulance Service and the efforts of the lead clinical commissioning group to drive up the performance of the contractor.

Work Planned

16 May 2018 – 10 am	
<i>Item</i>	<i>Contributor</i>
Lincolnshire Sustainability and Transformation Partnership – Update (including Acute Services Review)	Sarah Furley, Programme Director, Lincolnshire Sustainability and Transformation Partnership
Lincoln Area – Urgent Care Provision at GPs (Replacement Provision for Walk-in Centre)	Sarah-Jane Mills, Chief Operating Officer, Lincolnshire West CCG
Winter Planning: Review of 2017-18 and Initial Plans for 2018-19	Sam Milbank, Accountable Officer, Lincolnshire East CCG Ruth Cumbers Urgent Care Programme Director, and Senior Responsible Officer, STP Urgent Care Programme

13 June 2018 – 10 am	
<i>Item</i>	<i>Contributor</i>
United Lincolnshire Hospitals NHS Trust – Care Quality Update	Michelle Rhodes, Director of Nursing, United Lincolnshire Hospitals NHS Trust
Annual Report of the Director of Public Health	Tony McGinty, Consultant in Public Health, Lincolnshire County Council
Specialised Commissioning	Contributors to be confirmed.

11 July 2018 – 10 am	
<i>Item</i>	<i>Contributor</i>
Lincolnshire Sustainability and Transformation Partnership – Update	John Turner, Senior Responsible Officer, Lincolnshire Sustainability and Transformation Partnership Sarah Furley, Programme Director, Lincolnshire Sustainability and Transformation Partnership
Non-Emergency Patient Transport	Mike Casey, Interim Manager, Thames Ambulance Service

12 September 2018 – 10 am	
<i>Item</i>	<i>Contributor</i>

Items to be Programmed

- Cancer Care (including prostate cancer services)
- Lincolnshire East Clinical Commissioning Group Update
- Lincolnshire West Clinical Commissioning Group Update
- South Lincolnshire Clinical Commissioning Group Update
- South West Lincolnshire Clinical Commissioning Group Update
- Commissioning of Continuing Health Care
- Adult Immunisations
- Developer and Planning Contributions for NHS Provision (This could be included as part of each CCG Update)
- Dental Services
- NHS Staff Survey 2017

Other Items to be Programmed – No earlier than September 2018

- Lincolnshire Sustainability and Transformation Plan Consultation Elements:
 - Women's and Children's Services
 - Emergency and Urgent Care
 - Stroke Services
- North West Anglia NHS Foundation Trust Update
- Lincolnshire Sustainability and Transformation Partnership: Mental Health Priority
- East Midlands Ambulance Service NHS Trust
- Joint Health and Wellbeing Strategy Update

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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:	26 April 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 Tracy Johnson, Senior Scrutiny Officer, who can be contacted on 01522 552164 or by e-mail at Tracy.Johnson@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**

26 April 2018		
Item	Contributor	Purpose
Corporate Support Services Re-provision	Sophie Reeve, Chief Commercial Officer Arnd Hobohm, Corporate Support Services Contract Manager	Pre-Decision Scrutiny (Executive decision on 1 May 2018)
Scrutiny Panel B - Draft Final Report from the Impact of the Part-Night Street Lighting Policy Scrutiny Review	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 including Top 20 IT Projects	Sophie Reeve, Chief Commercial Officer Arnd Hobohm, Corporate Support Services Contract Manager	Performance Scrutiny

24 May 2018		
Item	Contributor	Purpose
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	David Forbes, County Finance Officer	Budget Scrutiny / Pre-Decision Scrutiny (Executive decision on 3 July 2018)
2017/18 Council Business Plan Quarter 4	Jasmine Sodhi, Performance and Equalities Manager	Performance Scrutiny / Pre-Decision Scrutiny (Executive decision on 3 July 2018)
Treasury Management Annual Report 2017/18	Karen Tonge, Treasury Manager Link Asset Services	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

30 August 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
2018/19 Council Business Plan Quarter 1	Jasmine Sodhi, Performance and Equalities Manager	Pre-Decision Scrutiny (Executive decision on 4 September 2018)
Employee Survey Outcomes	Fiona Thompson, Service Manager – People Management	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

27 September 2018		
Item	Contributor	Purpose
Revenue and Capital Budget Monitoring Report 2018/19	David Forbes, County Finance Officer	Budget Scrutiny / Pre Decision Scrutiny (Executive decision on 2 October 2018)
Capital Strategy 2018/19	David Forbes, County Finance Officer	Pre Decision Scrutiny (Executive Councillor decision TBC)
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

27 September 2018		
Item	Contributor	Purpose
Treasury Management Performance Quarter 1 (1 April to 30 June 2018)	Karen Tonge, Treasury Manager	Performance Scrutiny (For Information)

25 October 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
Review of Financial Risk Assessment	David Forbes, County Finance Officer	Budget Scrutiny
Council Workforce Plan 2018/19 – Progress Report	Fiona Thompson, Service Manager – People Management	Performance Scrutiny
Staff Sickness and Appraisal Performance	Fiona Thompson, Service Manager – People Management	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

29 November 2018		
Item	Contributor	Purpose
2018/19 Council Business Plan Quarter 2	Jasmine Sodhi, Performance and Equalities Manager	Performance Scrutiny / Pre-Decision Scrutiny (Executive decision on 4 December 2018)

29 November 2018		
Item	Contributor	Purpose
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
Treasury Management Performance Quarter 2 (1 July to 30 September 2018)	Karen Tonge, Treasury Manager	Performance Scrutiny (For Information)

20 December 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

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

Scrutiny Panel Activity

(as at 18 April 2018)

Current Reviews

Scrutiny Panel A	Membership	Completion Date
	Councillors Mrs J Brockway (Chairman), S Dodds (Vice Chairman),	

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 18 April 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
Overview and Scrutiny Management Board	IT Provision	To Be Agreed
Children and Young People Scrutiny Committee	Pupil Exclusions	Councillors M D Boles, S R Dodds, R J Kendrick, A P Maughan and R Wootten
Health Scrutiny Committee for Lincolnshire	Quality Accounts	Councillors C J T H Brewis, R J Kendrick, C S Macey and M A Whittington; and District Councillors P Gleeson and J Kirk
Health Scrutiny Committee for Lincolnshire	STP Operational Efficiency	Councillors C J T H Brewis, C S Macey and M A Whittington; and District Councillor J Kirk

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FORWARD PLAN OF KEY DECISIONS FROM 01 MAY 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
I015576 New!	Delivery of Corporate Support Services	Exempt	Executive Between 30 Apr 2018 and 6 Jun 2018	Overview and Scrutiny Management Board; Executive Councillor for Resources and Communications; Executive Councillor for Highways, Transport and IT; Executive Councillor for Community Safety and People Management; Executive Councillor with responsibility for the Customer Services Centre	Exempt Report	Chief Commercial Officer Tel: 01522 552578 Email: sophie.reeve@lincolnshire.gov.uk	All Divisions
I015013	Formal Adoption of the Lincolnshire Wolds Area of Outstanding Natural Beauty Management Plan 2018-2023	Open	Executive 1 May 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 Council; 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

FORWARD PLAN OF KEY DECISIONS FROM 01 MAY 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
I015623 New!	Building Communities of Specialist Provision: A Collaborative Strategy for Children and Young People with Specialist Educational Needs and Disabilities (SEND) in Lincolnshire	Open	Executive Councillor: Adult Care, Health and Children's Services Between 4 May 2018 and 11 May 2018	Lincolnshire Parent Carer Forum; Special School Head Teachers; Trustees and Governing Body members; Lincolnshire Schools' Forum; Lincolnshire Learning Partnership; Mainstream School Leaders; Staff, parents/carers and friends of the special schools; union representative; all parent/carers of pupils attending Special Schools in and outside of the county; all SENDCo's registered with Lincolnshire County Council's (LCC) SENDCo network; all independent non-maintained special schools and out of county schools where LCC have pupils placed; Health: commissioning and providers; key interested parties noted on the list; general public and the Children and Young People Scrutiny Committee	Report	SEND Project Office Tel: 01522 554943 Email: eileen.mcmorrow@lincolnshire.gov.uk	All Divisions

FORWARD PLAN OF KEY DECISIONS FROM 01 MAY 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
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
I015438	Lincolnshire Secure Unit - Ministry of Justice Contract Bid	Open	Executive Councillor: Adult Care, Health and Children's Services 18 Jun 2018	Children and Young People Scrutiny Committee	Report	Unit Principal, Lincolnshire Secure Unit Tel: 01529 414300 Email: dave.clarke@lincolnshire.gov.uk	All Divisions
I015182	Review of Financial Performance 2017/18	Open	Executive 3 Jul 2018	Overview and Scrutiny Management Board	Report	County Finance Officer Tel: 01522 553642 e-mail: david.forbes@lincolnshire.gov.uk	All Divisions
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 Divisions
I015179	Revenue and Capital Budget Monitoring Report 2018/19	Open	Executive 2 Oct 2018	Overview and Scrutiny Committee	Report	County Finance Officer tel: 01522 553642 e-mail: david.forbes@lincolnshire.gov.uk	All Divisions

FORWARD PLAN OF KEY DECISIONS FROM 01 MAY 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
I015181	Revenue and Capital Budget Monitoring Report 2018/19	Open	Executive 5 Feb 2019	Overview and Scrutiny Management Board	Report	County Finance Officer Tel: 01522 553642 e-mail: david.forbes@lincolnshire.gov.uk	All Divisions

EXECUTIVE MEMBERS

Councillor Name	Portfolio
Councillor M J Hill OBE (Leader of the Council)	Resources and Communications
Councillor Mrs P A Bradwell (Deputy Leader)	Adult Care, Health and Children's Services
Councillor C J Davie	Economy and Place
Councillor R G Davies	Highways, Transport and IT
Councillor E J Poll	Commercial and Environmental Management
Councillor Mrs S Woolley	NHS Liaison and Community Engagement
Councillor C N Worth	Culture and Emergency Services <i>(Libraries, Heritage, Culture, Registration and Coroners Service, Fire and Rescue and Emergency Planning)</i>
Councillor B Young	Community Safety and People Management <i>(Crime Reduction, Trading Standards, Equality and Diversity People Management and Legal)</i>