Lincolnshire COUNTY COUNCIL
Working for a better future

County Offices
Newland
Lincoln
LN1 1YL

16 May 2018

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 24 May 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

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), Mrs J Brockway, Mrs K Cook, M Brookes, B M Dobson, R L Foulkes, C S Macey, C E H Marfleet, N H Pepper and E W Strengiel

Added Members

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

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

OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA
THURSDAY, 24 MAY 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 26 April 2018**	5 - 20
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	**Performance of the Corporate Support Services Contract** *(To receive a report by Sophie Reeve (Chief Commercial Officer) which provides an update on Serco's performance against contractual Key Performance Indicators (KPIs) specified within the Corporate Support Services Contract between February 2018 and March 2018. The report also provides a progress update on key IMT-related transformation and transactional projects being undertaken by Serco)*	21 - 68
8	**Scrutiny Committee Work Programmes** *(To receive a report which sets out the work programmes of the Children and Young People Scrutiny Committee and the Public Protection and Communities Scrutiny Committee in accordance with the Board's agreed programme)*	69 - 82
9	**Overview and Scrutiny Management Board Work Programme** *(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)*	83 - 100

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

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

Contact details set out above.

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

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**OVERVIEW AND SCRUTINY
MANAGEMENT BOARD
26 APRIL 2018**

PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)

Councillors 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 Strengiel

Added Members

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

Parent Governor Representative: Mrs P J Barnett

Councillors: M A Whittington and B Young attended the meeting as observers

Officers in attendance:-

Debbie Barnes (Executive Director, Children's Services), Sara Barry (Safer Communities Manager), Andrea Brown (Democratic Services Officer), Jason Davenport (Payroll Consultant), Simon Evans (Health Scrutiny Officer), Tracy Johnson (Senior Scrutiny Officer), Andrew McLean (Chief Commissioning Officer), John Monk (Group Manager (Design Services)), Sophie Reeve (Chief Commercial Officer), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), Daniel Steel (Scrutiny Officer), Arnd Hobohm (Contract Support Services Manager) and John Wickens (Head of IMT)

96   APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

No apologies for absence had been received.

Councillor B Young and Added Member, Mrs P J Barnett, had advised they would be slightly late.

97   DECLARATIONS OF MEMBERS' INTERESTS

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

98   MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT BOARD HELD ON 29 MARCH 2018

The Chairman referred Members to page eight of the agenda pack which requested that a report be presented to the Board, monthly, on the work plan for Serco IT

including 'work in flight', milestone dates, agreed completion dates with Serco and expected dates to commission future projects. Officers were asked to reflect on this request for the next meeting.

Councillor T Bridges requested that an amendment be made to the last paragraph of the *Environment and Economy Scrutiny Committee* section at minute number 94 (*Scrutiny Committee Work Programmes*) on page 12 of the agenda pack. The last sentence should read:-

"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 and none in Boston or Gainsborough*"*

The Chairman indicated that he had received comments from a senior officer which had been noted by himself and the Vice-Chairman but did not propose to make those further amendments.

RESOLVED

That the minutes of the previous meeting, held on 29 March 2018, with the amendment noted above, be agreed as a correct record and signed by the Chairman.

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

The Chairman had attended the meeting of the Executive on 4 April 2018 and addressed the item on the Draft Engagement Strategy 2018-2023. Confirmation had been given that the Public Protection and Communities Scrutiny Committee had supported the recommendations at its meeting on 13 March 2018. The Executive also supported the work of the Public Protection and Communities Scrutiny Committee in committing to reviewing the activity of the Community Engagement Team at a future meeting.

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

100   CONSIDERATION OF CALL-INS

No Call-Ins had been received.

101   CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

No Councillor Calls for Action had been received.

102   CORPORATE SUPPORT SERVICES RE-PROVISION

Consideration was given to a report by the Executive Director of Children's Services which provided information in relation to the re-provision of Corporate Support Services, in advance of its consideration by the Executive on 1 May 2018.

Debbie Barnes (Executive Director of Children's Services), Sophie Reeve (Chief Commercial Officer), Andrew McLean (Chief Commissioning Officer), John Wickens (Head of IMT), Arnd Hobohm (Contract Support Services Manager) and Jason Davenport (Payroll Consultant) were in attendance for this item.

Sophie Reeve (Chief Commercial Officer) introduced the report which provided the Board with the following information:-

- General background;
- Performance:-
  o   Overview;
  o   Key Performance Indicators (KPIs);
  o   Market alternatives to an extension of the Contract;
  o   Business Process Outsourcing Contracts;
  o   Insourcing;
  o   Business World On (formerly known as Agresso);
  o   Payroll and People Management (PM) Administration Services;
  o   Hoople Limited;
  o   IT; and
  o   Customer Services Centre, Finance and People Management (PM) Services.

The Board was advised that the corporate support services re-provision would cost significantly more from 2020 than currently. This was due to Serco very significantly underestimating the costs of delivering the services which resulted in Serco making an onerous contract provision on the Lincolnshire contract in the sum of £34m over the first five years of the contract in 2015/16. A Programme Board had been established to oversee this work and would be led by the Executive Director of Children's Services.

The report noted that Serco had been asked to re-price an extension and had indicated they were interested in doing so having asked to refer to Lincolnshire as a centre of excellence when bidding for future local government contracts.

The Chairman suggested that each section be considered separately to give Members the opportunity to ask relevant questions.

Performance

It was reported that the first year of operations (April 2015-March 2016) had been particularly difficult due to the implementation of the Council's ERP, Business World On, which suffered significant problems. This had been improved and successfully upgraded over the last couple of years although this remained heavily reliant on manual workarounds within payroll. The lack of proper commitment accounting also

remained an issue, however these were not easily remedied due to implementation problems at the start of the contract.

Elements of the IT and CSC transformation had also been delayed in addition to payroll errors. The scale of the payroll errors had resulted in a project being set up to review all three payrolls.

People Management professional advisory services had been good throughout the contract and the Customer Service Centre had also performed well. Adult Care Finance and Finance Services were also now generally at a higher standard than that of the previous provider.

In spite of the significant failure in IT delivery, 154 IT projects had been delivered out of a possible 309. The IT estate had improved considerably since 2015 in terms of email security, web browsing security and resilience.

41 Key Performance Indicators covered most of Serco's service delivery and were measured monthly. Initial contract performance was poor and resulted in service deductions in excess of £2m. Since October 2017, performance had been strong which had resulted in no service credits in January 2018.

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

- Paragraph 9 indicated that the first year of operations within payroll had been 'particularly difficult'. It was suggested, and acknowledged, that this situation had been much worse than the paragraph would suggest;
- The lack of proper commitment accounting was agreed to be a fundamental failure by Serco;
- It was explained that the BWON/Agresso system worked well in other authorities but that the issue for Lincolnshire was how it was configured during implementation in 2014. The system would require a full rebuild to configure it properly;

Market Alternatives to an Extension of the Contract/Business Process Outsourcing (BPOs)

A number of reports and market reviews in relation to outsourcing contracts procured in local government had been undertaken which showed a move away from the business processing outsourcing like the Serco contract. Large public sector providers were also becoming less financially secure in the face of local authority austerity with a number seeing a significant reduction in share prices.

As a result, it was thought to be better not to re-procure on the same business process outsourcing model but to proceed on a multiple provider model in order to achieve the required performance standards.

During discussion, the following points were noted:-

- During the re-provision process, the Board was assured that a full financial assessment would be carried out, including a parent company guarantee if necessary. The payment cycle meant that larger suppliers were not paid in advance of completed work but generally three weeks after and a week in advance which provided some level of protection. It would be appropriate for a performance bond to be put in place as a form of insurance where a considerable sum of money was required upfront, as was the case with the Energy from Waste plant but this was not the case here;

- In relation to insourcing, the Council was a commissioning council but not a recently experienced deliverer of back office services therefore a decision would be required for each service area, i.e. people services; financial management; customer service centre; and IT;

- When asked if the issues within payroll were of an IT nature or payroll itself, it was reported that it was payroll delivery due to the lack of relevant expertise in that area and the implementation of BWON! (Agresso);

- Although most local authorities delivered their own payroll, Lincolnshire County Council had not done so for over 18 years and, therefore, had no in-house experience. It was thought that the IT system in place currently were sufficient to deliver payroll services, but that would be part of ongoing due diligence discussions with Hoople and Herefordshire County Council;

At 10.35am, Added Member Mrs P J Barnett joined the meeting

Business World On (BWON) – formerly known as Agresso

A systematic review had been undertaken by Unit 4 of the Council's current deployment of BWON. Additionally, an independent Business Consultant had reviewed the payroll issues and traced the root causes of the problems experienced. Unit 4 advised that they had improved the system with each milestone release.

The configuration issues in Lincolnshire could not be easily fixed on the live system due to the risk of harm to the live payroll and further because of the age of the difficulties it may not be possible that all current issues could be remedied.

During discussion, the following point was noted:-

- It was reiterated that to retain the Lincolnshire build of BWON in Lincolnshire, the system would have to be rebuilt. The preference would be to retain the software and the ERP and have a third party provide the payroll which would require the Council to come to an arrangement with Herefordshire County Council;

Payroll and People Management Administration Services

A review of the market had identified that there were no private sector providers of local government payroll or people management administration outside of the larger business process outsourcing contracts similar to the Council's contract with Serco.

Two viable shared service partners had, therefore, been identified which included Herefordshire County Council through Hoople Limited.

The Board was advised that due diligence activities had been carried out which had comprised of site visits in addition to scenario based questions, audit inspections and a review of Information Governance and IT management arrangements. Based on these activities, Jason Davenport (Payroll Consultant) had strongly recommended Hoople Limited as the preferred partner for the Council's payroll services.

Both Herefordshire County Council and Hoople Limited were keen to partner with LCC and an indicative cost had been provided which was similar to Serco charges once adjusted.

Serco had provided assurance that it would support the Council in the proposed new arrangement and would work collaboratively with Herefordshire County Council, Hoople, Unit 4, LCC and its advisers to ensure there was a successful handover. Herefordshire also recognised that the payroll and people management partnering solution would need to be extended to maintained schools. It was confirmed that Herefordshire County Council and Hoople deliver payroll and people management administration to schools currently.

During discussion, the following points were noted:-

- Concern was raised about the ability of Herefordshire County Council to scale up to sufficient numbers of trained payroll staff to cope with the size of Lincolnshire County Council's payrolls. The Board was assured that officers had been clear with Herefordshire County Council in regard to the size of the workforce and that discussions continued about how this could be managed;
- The Board recommended that six, successful, payment test runs be conducted rather than the three proposed to ensure that the new payroll system was working properly pre-transfer;
- It was noted that the overall level of assurance for payroll delivered by Hoople Limited was only rated 'reasonable' in an audit carried out in 2017-18. The Board was informed that officers had looked at other local authorities for which Hoople provided payroll and had been reassured by the error rate which was very low;
- Concern was noted at the potential lack of control and influence which Lincolnshire County Council would have over the payroll system provided by Herefordshire County Council, and what could be done if problems started to occur as the LCC would not be in the 'driving seat'. The Board suggested that due diligence would be the key to the success of this proposal and that lessons learnt from the current contract should be given serious reflection;
- The complexity of the Fire Authority's payroll system and lack of experience of Herefordshire County Council for this type of system was noted by the Board, especially given the issues with Lincolnshire Fire & Rescue payroll during the current contract. The Board was advised that some testing scenarios in relation to firefighter payroll claims had been conducted and that Herefordshire County Council had performed well. Herefordshire County Council had

assured officers that they had both the desire and capability to build the fire payroll into their current system;

- Other fire authorities had been contacted regarding their own payroll systems and the possibility of a shared service. However officers had been unsuccessful in locating a fire authority who offered a shared service;
- The geographical distance between Lincolnshire County Council and Herefordshire County Council was of particular concern to the Board who stressed that a local office within Lincolnshire would be necessary, particularly during the transition period;
- The Board asked for confirmation that Herefordshire County Council had been made aware of the significant IT problems within Lincolnshire County Council;
- Herefordshire County Council was aware that the Agresso/BWON system required a full rebuild;
- Assurance was given that there would be no impact on the existing Mosaic system which was reported to be working well;
- Clarification was provided that Unit 4 was the author of Agresso/BWON and were a sub-contractor of Serco;
- Although Unit 4 had undertaken a systematic review of the Council's current deployment of BWON, it was reiterated to the Board that an independent business consultant had also reviewed the payroll issues and traced their root cause; and
- One member suggested that payroll could be insourced, building a suitable system and transferring payroll staff from Serco to LCC via TUPE. It was explained that this had been expected when the current contract was awarded but that staff had continued to work with the previous provider and opted not to TUPE to Serco. Although TUPE would apply, if staff were willing to transfer it could not require them to transfer and as a result new providers could be left without the experienced staff necessary to deliver.

Information Technology

The Council had experienced some dissatisfaction with the IT service received from Serco, in addition to those issues experienced with BWON. In particular, delivery of transformation activity had been slow and user experience had been poor. It was explained that there were also 'non-Serco' factors apportioned to these issues including a lack of investment/improvement in the Council's infrastructure pre-2015; a lack of business need and IT strategy; legacy applications used for work for which they were not designed; and insufficient Council IT resource for assurance and contract management.

Research showed that IT was the one service area of the existing contract where there was a market for IT services with well-developed service delivery models by specialist IT providers which the Council could benefit from.

The Board was advised that a single supplier model was believed to be the only procurement model which would enable successful service transition by the current contract end in April 2020.

There was however a risk under new arrangements that the service could become more remote and there was already a desire to move the remote elements of the IT helpdesk back to Lincoln from Birmingham in its entirety.

During discussion, the following points were noted:-

- Concerns were raised by some members that the late start of the procurement process for IT had resulted in the only option being available to the Council would be a single supplier model due to the time it would take to undertake multi-sourcing. It was explained that multi-sourcing had to be phased in and where there were, for example, five towers of service, it would take between four and five years to procure;

- As it was too early in the procurement process and there were too many unknowns to make a judgement regarding IT, the Board requested that a further report be presented, at the meeting scheduled for 30 August 2018, on the outcomes of the market engagement with IT providers and feedback from the Council stakeholder engagement with future recommendations;

- The history of significant IT problems within the Council was highlighted and concerns raised regarding how this would be addressed and the deliverability of the improvements required; and

- It was acknowledged that some contributory factors such as rurality and underinvestment in the wider infrastructure, such as Broadband, were beyond the control of IT providers and the Council.

Customer Services Centre, Finance and People Management Services

People Management, Exchequer Services and much of Adult Care Finance and Assessments had been outsourced for 18 years with the Customer Services Centre outsourced since 2015. It was reported that service delivery in these areas was generally good and that, as they needed to have experienced and local staff, this may favour Serco continued delivery over the Council.

The Board was advised that the lead-in time for insourcing was shorter and therefore no decision would be required for these services for some time. It was suggested that the better approach was to continue to monitor Serco's performance and consider an extension of this element of the current contract before making a final decision.

During discussion, the following point was noted:-

- The Board recommended that an alternative option be identified in the event that Serco did not want to extend the contract beyond March 2020. It was noted that a report on further options in these areas would be presented to the Board at its meeting on 27 September 2018 and to the Executive on 2 October 2018.

RESOLVED

1. That recommendations (i), (iv) and (v) to the Executive, as set out in Appendix A to the report, be fully supported;

2. That recommendations (ii) and (iii), as set out in Appendix A to the report, be agreed with qualified support;
3. That a further report, regarding the outcomes of the due diligence process with Hoople Limited in relation to the payroll system and governance arrangements, be presented to the Board at its meeting on 28 June 2018; and
4. That the comments of the Board be presented for consideration by the Executive at its meeting on 1 May 2018.

At 11.45am, Councillor B Young joined the meeting. The Chairman adjourned the meeting at this point to allow a short comfort break.

At 11.55am, the meeting was reconvened.

103   DRAFT FINAL REPORT FROM THE IMPACT OF THE PART NIGHT STREET LIGHTING POLICY REVIEW

Consideration was given to a report from Councillor Mrs A M Newton (Chairman of Scrutiny Panel B) which included the final draft report arising from the scrutiny review into the Impact of the Part-Night Street Lighting Policy, and which would be presented to the Executive on 5 June 2018 for its consideration and response, subject to the approval of the Board.

Councillor Mrs Newton introduced the report and advised that over 5,000 observations had been received, all of which had been used to identify a number of 'key themes':-

- Crime rates, fears about safety and crime;
- Road safety and collisions;
- Impact on emergency services;
- Social impact and personal safety;
- Economy and employment;
- Environmental impact;
- Public/Community Engagement; and
- Technical considerations.

The recommendations within the report had been agreed with each of the key themes at the fore:-

1. The 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;
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;
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;

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 and action plan and work to reduce these fears and change public perceptions; and

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.

Councillor Mrs Newton also asked that her thanks to Daniel Steel (Scrutiny Officer), Sara Barry (Safer Communities Manager), John Monk (Group Manager (Design Services)) and Pat Cant (Senior Engineer), for their support and guidance throughout the review, be formally recorded.

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

- It was reported that there had been a rise in crime locally with new data suggesting an increase of 10% and 15% nationally. Although a team within Lincolnshire Police analysed incidents to ascertain what may impact on crime, it was noted that they did not currently report the lighting status at each incident. There was a facility to do so but this would take time to implement;

- A percentage breakdown of crime between the hours of midnight and 6.00am was requested. Members were advised that this data was available from Lincolnshire Police but that the part-night street lighting had not been in place long enough to compare the correlation between crime in those areas since the switch-off. It was agreed that this would be presented on a rolling basis;

- Some of the increase in crime was thought to be an increase in reporting rather than crime itself as a result of the growth in confidence of the police and the support given to victims. For example, due to the high profile cases in relation to sexual assault, the number of reports of this type of crime had increased;

- Lengthy discussions had taken place during the review in regard to the night time economy on the coast and the impact on residents;

- The panel had considered a report during the review which presented experiences of other local authorities who had implemented similar changes. Warwickshire County Council, in particular, had made extensive changes several years ago and, although there were a number of complaints and concerns initially, these had now significantly reduced and the scheme was generally accepted;

- One member of the Board suggested that people, in general, were not used to the dark anymore and that crime was only one factor to be considered;

- Concern was noted in relation to shift workers who had very early starts or very late finishes. This was acknowledged but the cost to make alterations were significant and it would be near impossible to identify where shift workers lived and which lights should be extended;

- It was suggested that options should be given to Parish Councils to have the flexibility to request changes to the timings but at their own cost;
- It was confirmed that there had been no concerns raised by members of the public or partners about the correlation between street lighting and the location of public access defibrillators or life buoys. Officers were unaware of where these were located and were entirely reliant on locations being advised to them;
- One member mentioned the health benefits of turning the street lights off as the dark helped to produce melatonin which was required to help the brain recognise when it was time to sleep and time to wake. Many people suffer from sleep deprivation and it was suggested that excessive lighting at night may be a factor;
- The Board was advised that a study had been undertaken by Exeter University which suggested that areas lit by LED lamps (blue light) were at risk of serious health issues, particularly men who were reportedly twice as likely to develop prostate cancer and women who were 1.5 times as likely to develop breast cancer due to the effect of blue light on melatonin. This issue had been specifically considered and, as a result, warmer white lights were used in residential areas and blue light LED lights only on traffic routes;
- Since the implementation of the scheme, it was reported that the habits of some parishioners had changed which, in turn, was affecting churches. Midnight mass had been moved, in some areas, to 10.00pm to allow the congregation to walk home safely;
- Liaison between the police and Student Union and pensioner groups was encouraged in order to promote street safety at night;

Members agreed that the report was a very good piece of scrutiny work and one which would be advocated to the Executive.

RESOLVED

1. That the draft final report on the Impact of Part-Night Street Lighting Policy, without amendment, be approved; and
2. That the submission of the final report to the Executive on 5 June 2018 for its consideration and response be agreed.

104   OVERVIEW AND SCRUTINY ANNUAL REPORT

Consideration was given to a report by Nigel West, Head of Democratic Services and Statutory Scrutiny Officer which presented the Overview and Scrutiny Annual Report.

At 12.30pm, the Rev P Johnson left the meeting and did not return.

The report outlined the work of the Overview and Scrutiny function over the last year and highlighted key areas of scrutiny for the year ahead. The report was in draft form for approval by the Overview and Scrutiny Management Board before the final version was presented for approval at the Annual General Meeting of the Council.

12
OVERVIEW AND SCRUTINY MANAGEMENT BOARD
26 APRIL 2018

The key aims of scrutiny work within local councils were to:-

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

A new Overview and Scrutiny committee structure and procedures had been implemented over the last year following a review undertaken by a Councillor working group. One noticeable change had been the greater engagement of Executive councillors with scrutiny committees and also the attendance and input of the Chairman of the Overview and Scrutiny Management Board at meetings of the Executive.

Development of the Executive and Scrutiny Protocol, *"Developing Effective Relationships Between the Executive and Scrutiny"* had also helped to establish practical working arrangements between the Executive, scrutiny committees and the Council's senior management.

The report included updates from the following committees:-

- Overview and Scrutiny Management Board;
- Adults and Community Wellbeing Scrutiny Committee;
- Children and Young People Scrutiny Committee;
- Environment and Economy Scrutiny Committee;
- Flood and Water Management Scrutiny Committee;
- Health Scrutiny Committee for Lincolnshire;
- Highways and Transport Scrutiny Committee;
- Public Protection and Communities Scrutiny Committee;
- Scrutiny Panels A and B;
- Corporate Parenting Sub-Group; and
- Lincolnshire Safeguarding Boards Scrutiny Sub-Group.

The Chairman thanked Councillors L A Cawrey and R Wootten for their work and support as Vice-Chairmen of the Overview and Scrutiny Management Board. Members confirmed that they thought the contents of the annual report reflected the work undertaken by the respective committees.

The Executive Councillor for Community Safety and People Management, Councillor B Young, advised that the representation by Councillor Parker at meetings of the Executive had been extremely helpful and, despite early concerns that the change in scrutiny may cause difficulties, this had, in fact been a clear success.

The added members of the Board confirmed that they felt involved in the meetings and were grateful for the welcome and inclusion. Unfortunately, it appeared that not all email correspondence was reaching added members and it was agreed that this would be looked into further.

Councillor R L Foulkes asked that his thanks to Simon Evans (Health Scrutiny Officer) and Daniel Steel (Scrutiny Officer), for their support and help with the Children and Young People Scrutiny Committee, be formally recorded.

The Chairman concurred and also placed on record formal thanks to all officers who support scrutiny committees, including democratic services, scrutiny and all presenting officers.

On behalf of the Board, Councillor Mrs Brockway thanked the Chairman for a fair and balanced approach and allowing engagement from members.

RESOLVED

1. That the draft Overview and Scrutiny Annual Report for 2017-18 be noted; and
2. That the submission of the Overview and Scrutiny Annual Report 2017-18, without amendment, to the meeting of the County Council on 11 May 2018 for final approval be agreed.

105   SCRUTINY COMMITTEE WORK PROGRAMMES

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

Adults and Community Wellbeing Scrutiny Committee

Councillor C E H Marfleet, Chairman of the Adults and Community Wellbeing Scrutiny Committee, introduced the work programme and highlighted the following items which had been considered by the committee since the last report to the Board on 30 November 2017:-

- Care Quality Commission Findings;
- Performance Reporting;
- Procurement and Pre-Decision Scrutiny – Local Stop Smoking Service; NHS Health Check Programme; and Shared Lives Services; and
- Other Pre-Decision Scrutiny Items.

It was reported that the County Council was required to make procurement arrangements for a Healthwatch organisation and that a decision would be made on future procurement arrangements at the meeting of the committee on 30 May 2018.

It was proposed to hold a themed meeting on 4 July 2018 on the public health function with the community wellbeing element of the terms of reference. Following consideration of the Annual Report of the Director of Public Health, and a presentation on the role of the Director of Public Health, an item was planned on Obesity and how lifestyle changes could improve outcomes.

In relation to the CQC findings noted on page 104 of the agenda pack, Councillor Marfleet explained that the CQC rating occasionally reflected the lack of facilities within residential and nursing homes rather than the service provided. It was also

stressed that Adult Care and Community Wellbeing staff continued to support learning and promote improvements in care homes.

There were no comments or questions from Members.

Health Scrutiny Committee for Lincolnshire

Councillor C S Macey, Chairman of the Health Scrutiny Committee for Lincolnshire, introduced the work programme and highlighted the areas which had been considered by the Committee since the last report to the Board:

- Lincolnshire Sustainability and Transformation Partnership (STP);
- Grantham A&E – Overnight Closure;
- Lincoln Walk-In Centre; and
- Non-Emergency Patient Transport.

Paediatric Services would be added to the work programme for the Committee's consideration at its meeting on 16 May 2018. On 27 April 2018, the Board of United Lincolnshire Hospitals NHS Trust (ULHT) was to consider an item on Paediatric Services where it was expected that several options would be presented. It was anticipated that the ULHT Board would suspend paediatric inpatient services at Pilgrim Hospital on a temporary basis due to the insufficient numbers of staff across ULHT to continue to support all existing paediatric services.

The Committee continued to receive quarterly updates on the overall Lincolnshire Sustainability and Transformation Partnerships (STP). One significant concern of the Committee was that temporary changes to services on the grounds of patient safety (such as Grantham A&E previously and now paediatric services in Boston) would dictate the eventual content of the Lincolnshire STP consultation document. The risk would be that the temporary changes could become the status quo and the starting point for any consultation.

The Committee had also focussed on four strands within the Lincolnshire STP – mental health; operational efficiency; the GP Forward View; and integrated neighbourhood working. The Committee continued to be vigilant in terms of the impact of other STPs, for example the Humber Acute Services Review was considering services in Grimsby, which were used by many residents in Louth, Mablethorpe and surrounding areas.

Monitoring of non-emergency patient transport would also continue and was scheduled on the work programme for regular updates. Councillor Macey advised that the Committee would receive the next update at its meeting in June 2018 and not July 2018, as listed on page 110 of the agenda pack.

During discussion, the following points were noted:-

- Representatives of Thames Ambulance Service Ltd (TASL) had presented at the Health Scrutiny Committee for Lincolnshire in December 2017 but their presentation had been both rude and unhelpful which resulted in the Committee recording a vote of no confidence in TASL. Since that meeting, the

senior management of TASL had been replaced and TASL had been given more support by its parent company who were now actively involved working to rectify their mistakes. Having lost 50 volunteer car drivers, 25 had, so far, returned following the changes. In relation to North Lincolnshire, where TASL had been given twelve months' notice of the termination of the contract, there would be no change in service during this time and TASL might be invited to make a bid for the new contract;

- On behalf of himself and other Grantham councillors, Councillor R Wootten thanked the Chairman of the Health Scrutiny Committee for Lincolnshire for allowing them, and campaign groups, opportunities to address the Committee;

- Councillor Macey was asked, in his position as Chairman of the Committee, to apply as much pressure as possible to ULHT to consult with the people of Grantham on future healthcare in that area. It was reported that the referral to the Secretary of State for Health and Care on the continued overnight closure of Grantham A&E included reference to the Committeee's desire that the Trust undertake a consultation as soon as possible;

At 1.00pm, Councillor R L Foulkes left the meeting and did not return.

- The Acute Services Review was ongoing and until that was complete there was unlikely to be any change to the position in Grantham;

- Proposals for between five and seven Urgent Treatment Centres in Lincolnshire, following the national initiative from NHS England, remained unclear, but treatment centres would be expected to offer services currently available in an A&E environment;

- Two working groups had been established to consider United Lincolnshire Hospitals NHS Trust Financial Special Measures; and STP Operational Efficiency; and

- Councillors R Wootten and M A Whittington confirmed that they would be attending the ULHT Board meeting on 27 April 2018.

The Chairman thanked Councillors Marfleet and Macey for the updates.

At 1.05pm, Councillors N H Pepper, B E W Strengiel, C E H Marfleet and B Young left the meeting and did not return.

106   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 confirmed that, during the meeting, one addition was to be made to the work programme:-

- Corporate Support Services Re-provision Update – 28 June 2018, 30 August 2018 and 27 September 2018 (following the due diligence process)

RESOLVED

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

The meeting closed at 1.08 pm

Lincolnshire
COUNTY COUNCIL
Working for a better future

Policy and Scrutiny

Open Report on behalf of Sophie Reeve, Chief Commercial Officer	

Report to:	**Overview and Scrutiny Management Board**
Date:	**24 May 2018**
Subject:	**Performance of the Corporate Support Services Contract**

Summary:

This report provides an update of Serco's performance against contractual Key Performance Indicators specified in the Corporate Support Services Contract between February 2018 and March 2018.

The report also provides an update on the progress made on key IMT-related transformation and transactional projects being undertaken by Serco. In particular, Appendix A shows 20 suggested priority projects together with a proposed reporting format at the end of the Appendix.

Actions Required:

The Board is asked to:

1. Note the shortened format of the main body of the report, together with the enhanced IMT project reporting.

2. Seek reassurance about the performance of the Corporate Support Services Contract and related projects, and provide feedback and challenge as required.

3. Confirm the top 20 priority IMT projects for inclusion in Appendix A.

4. Agree the format of the 20 priority projects (proposed format shown at the end of Appendix A).

1. Abbreviations

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

2. Background

The purpose of this report is to provide an update on Serco's performance against the contract KPIs between February 2018 and March 2018 (months 35 to 36 since the service commencement date of 1 April 2015). Following approval at the 29 March 2018 meeting of the Overview and Scrutiny Management Board (OSMB), the report has moved to a shortened format, whilst still allowing effective scrutiny.

It was also agreed at this meeting that officers would present a proposed list of the top twenty priority IMT projects together with a narrative of the rationale behind those chosen (Appendix A).

Additionally, the report would present to the May meeting of the OSMB a list of the total 92 projects for Members of OSMB to review and verify the key priorities proposed (Appendix C).

This report also continues to provide an overview of the legacy strategic transformation projects (Appendix B) which have been reported since project start and remain included here for completeness. Regular Members may now feel this is superseded by the inclusion of Appendices A and C.

3. Performance

Table 1 below provides summary Red/ Amber/ Green (RAG) status of the Key Performance Indicator (KPI) results for the six months of service delivery from October 2017 to March 2018.

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

The KPI results for April 2018 will be known by 23 May 2018.

Table 1: Overall KPI Summary Performance

Overall (All Services) Contract Performance	Number of KPIs					
	Oct-17	**Nov-17**	**Dec-17**	**Jan-18**	**Feb-18**	**Mar-18**
Target Service Level (TSL) achieved	38	38	38	40	39	36
Minimum Service Level (MSL) achieved	2	1	1	0	1	4
Below Minimum Service Level (MSL)	0	0	0	0	0	0
Mitigation Agreed	1	2	2	1	1	1
TOTAL	41	41	41	41	41	41

4. Exceptions

Table 2 sets out the KPIs which failed to meet the MSL (Red status) during the review period together with commentary. There were no KPI failures during the period February 2018 to March 2018.

Table 2: KPIs which failed to meet MSL, February 2018 and March 2018:

KPI Ref No	Short Description	MSL	Actual	Comment, impact, resolution
KPI				There were no KPI failures February 2018 to March 2018

Table 3 sets out the KPIs which failed to meet the TSL (Amber status) during the review period together with commentary.

Table 3: KPIs which failed to meet TSL, February 2018 and March 2018:

KPI Ref No	Short Description	TSL	Actual	Comment, impact, resolution
IMT_KPI_02	Priority 1 Incidents not Resolved within Resolution Time	1	Mar = 2	Associated with outage of SAP legacy data, to be resolved through governance.
IMT_KPI_05	Number of Priority 1 Incidents reported to Service Desk	1	Feb = 2 Mar = 3	Associated with outage of SAP legacy data, to be resolved through governance.
IMT_KPI_10	% of CMDB Changes applied within 14 Core Support Hours of the move or change	100	Mar = 99.49	Single marginal failure

KPI Ref No	Short Description	TSL	Actual	Comment, impact, resolution
F_KPI_02	% of payment runs executed to agreed schedule (as agreed one Business Day in advance)	100	Mar = 95.24	Isolated incident caused by error of one member of Serco staff.

Table 4 shows the background and rationale for the Council granting mitigation where a dependency outside Serco's control (e.g. implementation of Mosaic) prevents agreed targets from being fully met. Granting mitigation relieves Serco from the application of Service Credits (deductions).

Table 4: Details of KPI Mitigation Relief, February 2018 and March 2018:

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

5. Abatement Points

Table 5 shows the total number of abatement points the Serco CSS Contract has attracted in each month since contract start. A total of 1000 points is distributed amongst the KPIs, with each KPI generally attracting between 10-50 points. For each KPI a multiplier is applied to any consecutive months where targets are not achieved. For two consecutive months the multiplier is 1.50 and for three or more months, it is 2.00. Abatement Points are used to calculate Service Credits (deductions) from the monthly contract payment.

Table 5: Total monthly abatement points since contract start to March 2018
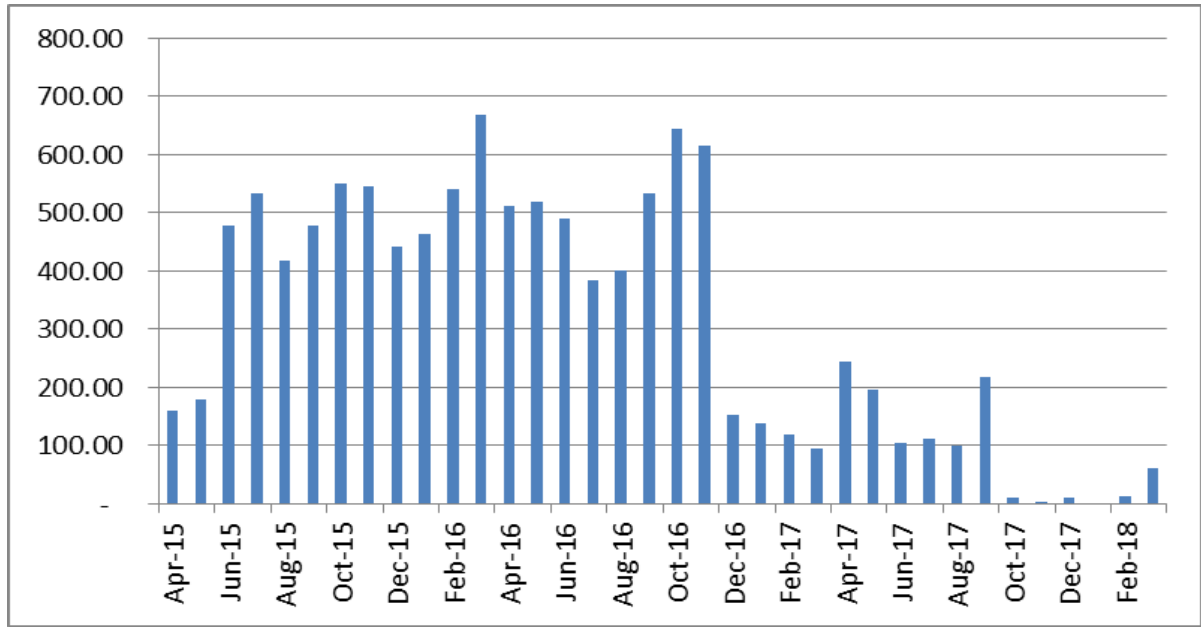
6. KPI Performance Summary

KPI performance across all service areas has been good with no results below Minimum Service Level; however there was an increase in results below Target Service Level in March 2018.

7. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

8. Appendices

These are listed below and attached at the back of the report:	
Appendix A	Top twenty priority IMT projects for consideration by OSMB
Appendix B	Overview of the legacy strategic transformation projects
Appendix C	Full list of all IMT projects in progress with Serco

9.   Background Papers

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

This main body of this report was produced by Arnd Hobohm and Sophie Reeve who can be contacted on 01522 552563 or 01522 552578 respectively. Alternatively, via email at arnd.hobohm@lincolnshire.gov.uk or sophie.reeve@lincolnshire.gov.uk.

The Appendices A to C were produced by Jane Sickerdich (Serco), John Wickens and Donna Fryer who can be contacted on 01522 553651 or 01522 554926 respectively. Alternatively, via email at john.wickens@lincolnshire.gov.uk or donna.fryer@lincolnshire.gov.uk.

Appendix A

Top Twenty priority IMT Projects in progress with Serco

Introduction:

Following the meeting on 29 March, OSMB requested a report on the top twenty IMT projects within the current Serco project portfolio, to be reviewed on a bi-monthly basis. This report will introduce a standard definition for the project categories and status used within the IMT portfolio of projects and assign projects into these. It will present the key projects which are recommended to be reported in future meetings.

Project Categorisation:

The following three categorisations have been applied to the portfolio:

Category	Definition	Number of Projects as at 1 May 2018
Small	These are projects that are small in either scope /complexity and value and are generally able to be delivered within a short period of time. Therefore projects within the category are constantly changing but on average there are between 40 and 50 projects, at various stages of the lifecycle, within this category in any one reporting period.	41
Life Cycle Management	These projects focus on ensuring a fit for purpose and supportable technical environment is in place to operate LCC services. They address the risk of obsolesce and the aging out of technical asset (both hard and soft) and typically include application and infrastructure refreshes/upgrades, compliance and security projects, and expansion and decommissioning projects.	40
New Capability	Projects that introduce new capability or service improvement into LCC, including new office locations, new applications and new IT services.	11
Total		92

**These projects only include projects commissioned with Serco.

Project Status:

The following ten categorisations define the project stages:

Category	Definition	Number of Projects as at 1 May 2018
Qualify	Project Brief is triaged and either accepted or rejected to move into the next phase.	4
Explore	Review the business requirements and potential solution options. Assess the options against the EA. Identify the preferred solution option. This status is used for requirements capture, investigations or options appraisals	8
Design & Propose	The scoping and initiation phase of a project, where the Statement of Work or Project Initiation Document is produced	18
Build/ In Delivery	The delivery of the project in line with the Statement of Work or Project Initiation Document	20
Transition	The transition of the project outputs into Service/Handover to Support. This phase often also covers the project warranty period.	1
Close	The closure phase of a project	10
Completed	Project status once the project has been officially signed off and invoices paid	
On Hold	The project has been placed on hold and no works is taking place	11
Cancelled	The project has been cancelled	0
Proposal Submitted	A Statement of Work or Project Initiation Document has been submitted to LCC for approval to proceed. This status is also used where a change control has been submitted.	21
Total		92

** Not all stages are mandatory/ used within a project lifecycle

Glossary:

Resilience	The ability for systems to remain operational when failure occurs
Security	The degree to which systems and data are resistant to unauthorised access
Network	A computer network, or data network, is a digital telecommunications network which allows nodes to share resources. In computer networks, computing devices exchange data with each other using connections between nodes These data links are established over cable media such as wires or optic cables, or wireless media such as WiFi.
WAN	Wide Area Network: A Wide Area Network is a telecommunications network or computer network that extends over a large geographical distance.
Latency	Latency is the amount of time a message takes to traverse a system. In a computer network, it is an expression of how much time it takes for a packet of data to get from one designated point to another.
Data Centre	A data center is a facility used to house computer systems and associated components, such as telecommunications and storage systems. It generally includes redundant or backup power supplies, redundant data communications connections, environmental controls and various security devices.
DMARC	Domain-based Message Authentication, Reporting & Conformance", is an email authentication, policy, and reporting protocol.
PM	Project Manager

Recommended top twenty priority IMT projects

(An example of the proposed future reporting format follows at the end of this section for Member consideration):

The following projects are recommended to form the basis of future project reporting to the OSMB. It is envisaged that these projects are reported on through to completion, and only upon completion (or project being cancelled) would a new project be added to the list. All projects, including those not on this list, are governed to the same principles and processes. Please refer to Appendix C for a list of all active Projects.   20

Project ID	Project Name	Project Description, Business Outcome, Citizen Benefits:	Status	Forecast Business Outcome Delivery Date:	Position Update	Category
IMT-093	Domain controller upgrade	To upgrade the Operating System and Functional Level of LCCs and LFRs Domain Controllers, which process security authentication requests (logging in, checking permissions etc). **Business Outcome:** To ensure LCCs and LFRs authentication services are up to date and continue to support LCC users and services to securely access LCC computer resources and facilitate migration to Microsoft Office 365. **Citizen Benefit:** Uplift in security of the Council's network to ensure privacy etc. is maintained.	Proposal Submitted	TBC	Change control submitted to LCC 09-03-18 for HLD update as SOW not approved in timely fashion and technical changes have taken place that required HLD to be amended. Awaiting approval to proceed.	Lifecycle Management
IMT-096	Web Access Modernisation Phase 3	The project will further exploit the capabilities of Zscaler. **Business Outcome:** Mitigate significant business risk. To further increase the	Proposal Submitted	TBC	Proposal pending approval (Sep-17) - review meeting scheduled with LCC 8th May '18	Lifecycle Management

		security of the LCC network. **Citizen Benefit:** Uplift in security of the Council's network to ensure privacy etc. is maintained.				
IMT-251	Lincoln Campus Distribution Network	To refresh/replace aged network equipment and increase resilience in the Lincoln Campus communications network. **Business Outcome:** Mitigate significant business risk. To provide a supportable, more robust network infrastructure to support LCC service areas in delivering their services. **Citizen Benefit:** Uplift in security of the Council's network to ensure privacy etc. is maintained.	Proposal Submitted	TBC	Phase 3 - Installation of top of rack switches in progress and due to complete end of May. PID for next stage issued to LCC (28/03/18) - review meeting scheduled with LCC 8th May '18	Lifecycle Management
IMT-232	DMARC Email Compliance	Implement DMARC on Lincolnshire CC's email system to comply with Central Government requirements for secure mail. **Business Outcome:** To support LCC in the transition away from GCSX secure email, ensuring that staff can continue to send and receive secure email as appropriate. **Citizen Benefit:** Uplift in security of the Council's network to ensure privacy etc.	Design & Propose	Qtr4, 2018	Project implemented the Common Technology Services (CTS) requirements and submitted a request to be added to the CTS Whitelist in 2017, this was to be a replacement for GCSX secure email. Following confirmation from CTS that the whitelist is now being removed from operation, future project scope is to be reviewed and	Lifecycle Management

		is maintained. Reduce the ability of third parties to generate SPAM email appearing to come from the Council.			agreed. Scoping meeting held to review scope and approach (26-04-18); PM evaluating work required and preparing SOW.	
IMT-117	Telephony enablement (Avaya upgrade)	The purpose of the Avaya upgrade project is to upgrade the LCC Avaya fixed corporate & CSC telephone system. **Business Outcome:** Mitigate significant business risk. To update the current system and improve supportability and provide additional features for the CSC. **Citizen Benefit:** Call centre leveraged new and improved features to optimise and streamline the call handling service.	Design & Propose	Qtr4, 2018	Vodafone High Level Design for the core telephony and Contact Centre upgrade approved. Vodafone Low Level Design (LLD) resource assigned and LLD completion timeline requested so the plan for the next phase can be created. SIP implemented and stable. A number of previous technical issues encountered with SIP service are in root cause analysis. Wider deployment approach for SIP agreed for inclusion in future proposal.	Lifecycle Management
IMT-244	Zipporah eCommerce replacement	To upgrade the online purchasing capability for existing LCC services (e.g. Lincs to the Past) **Business Outcome:** Mitigate significant business risk. Improved back office efficiency with automated processes	On Hold	TBC	SOW submitted to IMT-Delivery and Project Sponsor (4-04-18). Awaiting approval to proceed	Lifecycle Management

		and integration to the finance and CSC systems. More efficient allocation of resources and ability to update fees and charge. **Citizen Benefit:** Continued ability to purchase LCC services online and utilise the access channel.				
IMT-242	Zipporah Booking replacement	To remove the need for Zipporah Booking systems to be used within the Council. All citizen bookings are undertaken with a single supported solution. **Business Outcome:** Mitigate significant business risk. To provide LCC with a corporate bookings solution to support service areas in taking and managing bookings from members of the public, and internally. **Citizen Benefit:** Continued ability to make bookings for LCC services and events online.	On Hold	TBC	SOW submitted to IMT-Delivery and Project Sponsor (4-04-18). Awaiting approval to proceed	Lifecycle Management
IMT-255	Migration to a supported platform for Achieve forms	Create 60-70 SNAP Surveys, to enable LCC to migrate them off Firmsteps old version of Achieve forms before it is decommissioned by the Vendor. **Business Outcome:** Mitigate significant business risk. Staff and citizens are able to continue to access LCC services	Build/In Delivery	Qtr2, 2018	Form build complete, currently rectifying remaining issues highlighted at UAT. Servers are being decommissioned and database due to be transferred early May.	Lifecycle Management

		through electronic forms.				
		Citizen Benefit: Continued ability to access LCC services through electronic forms.				
IMT-274	Lincoln Retained Infrastructure	Refresh of technical infrastructure within Orchard House/Lancaster House data centres for those services not migrated to SunGard Data Centres (for reasons such as latency, resilience against WAN issues, local internet breakout, optimisation of WAN traffic shape). **Business Outcome:** Mitigate significant business risk. To provide a more robust, efficient technical infrastructure to support LCC service areas in delivering their services. **Citizen Benefit:** Uplift in security of the Council's network to ensure privacy etc. is maintained. Improved uptime for citizen facing web applications.	Design & Propose	Qtr4, 2018	Technical workshop held and an options appraisal conducted. Options presented to Project Board on 7/03/18. Technical Architect meeting held 14/03/18 to review hosting strategy. A change in strategy generated further options being requested. 3rd party responses received 24/04/18. Options appraisal being updated with target release date to LCC of 8/05/18	Lifecycle Management
IMT-277	Open Text Migration	To support LCC and OpenText in migrating the IMP document management system to the OpenText hosted solution. **Business Outcome**: Mitigate significant business risk. To provide a robust, better supported platform for IMP	Build/ In Delivery	Qtr4, 2018	OpenText have started to upgrade the Production OpenText Cloud Environment and have installed ADFS. Handover to Serco is delayed slightly, once confirmed the plan will be impacted and re-	Lifecycle Management

		(OpenText EDRMS) transferring the hosting and maintenance to OpenText. To enable LCC to later leverage the benefits offered by the OpenText product. **Citizen Benefit**: The new platform will improve the efficiency with which we can archive and delete data in accordance with corporate policy supporting our GDPR obligations to the citizen.			presented for approval.	
IMT-323	X2 Deployment Children Services Frontline Teams	Provide the frontline Children's Services staff with the tools to enable them to access key systems while they are out in the field. **Business Outcome:** Staff able to work more efficiently, and on the move, thus increasing productivity. Provides improved remote access via tablet devices to front line staff. **Citizen Benefit:** Increased service users contact time and better safe guarding capabilities as improved access to Real Time information.	Explore	Qtr3, 2018	Initial Meeting with Project Sponsor held 13-04-18, Initiation Approach Options submitted for review 18-04-18	Lifecycle Management
IMT-341	Adult Services SIM enabled laptops	To provide the Adults Services staff with sim enabled laptops to enable them to access key systems while they are out in	Proposal Submitted	Qtr3, 2018	PID submitted to LCC IMT-Delivery on 27-04-18. Awaiting approval to proceed to start planning comms and	Lifecycle Management

		the field. **Business Outcome:** Adults Services staff provided with new technology which aids their ability to work more efficiently, and on the move, increasing productivity. Provides improved remote access laptop devices to front line staff. **Citizen Benefit:** Increased service users contact time and better safe guarding capabilities as improved access to Real Time information.			schedule with LCC	
IMT-324	LFR Avaya 999 solution	Provide detailed plans for a replacement of LFR's telephone system. Provide an integration of LFR's telephony system to the LCC Corporate telephony system **Business Outcome:** A robust, modern and supported telephony system that is reliable for LFR HQ and failover 999 services. Integration of LFR's telephony system to the ECHCRC telephony system (which may see a further benefit of reduction of telephony charges). **Citizen Benefit:** Citizen safety is maintained during technical fault conditions	Design & Propose	TBC	LFR SoW approved 29/03/18, hardware and software ordered beginning of April, project initiation meeting held on the 13/04/18 with actions assigned to relevant stakeholders. Work shop for project planned for 09/05/18 which will define the next steps and baseline dates.	Lifecycle Management

| REM_CSC_002 | Channel Shift | The Channel Shift Project is made up of 6 sub projects:

Highways Fault Reporting/GIS

Payment Gateway

Registrars (Celebratory Services)

Driver Training

Highways Licensing

Authentication & Verification

Business Outcome: Improved customer experience with 24/7 access to an easy to use self-serve portal along with access to accurate information. Improved back office efficiency and service management through automated processes, integration with other systems (e.g. finance and CSC) service administration and management information.

Citizen Benefit: Continued ability to purchase/book LCC services online and utilise the access channel. | On Hold | TBC | The new approach to move to a Software as a Service (SaaS) solution was progressing and LRSP UAT 2 completed. The contract for this SaaS offering is unsigned and discussions between LCC and Serco continue. Therefore at this point progress beyond LRSP user acceptance testing (UAT) is not possible until the commercial position is finalised. All dates for estimated Go Live are unable to be provided until a decision regarding the contract is finalised and a contract is in place with the SaaS provider. | Lifecycle Management |
| TRM_IMT_001 | Data Centre Relocation | To relocate LCC applications to Sungard.

Business Outcome: Mitigate significant business risk. Maintaining and | Build/ In Delivery | Qtr2, 2018 | The project is entering into closure phase with the last set of applications in scope reaching final stages of | Lifecycle Management |

		improving resilience in the event of system failure/ disaster. **Citizen Benefit:** Improved service availability for a wide range of Council services			migration. Closure planned end of May.	
IMT-165	Going to Schools Experience – Edica Replacement	Replacement of Children's Services system Edica – used by parents for schools admissions. **Business Outcome:** Mitigate significant business risk. Functionality will be sustained (this will be a direct replacement for existing software which is no longer available). **Citizen Benefit:** Improved service availability for Going to Schools services	Proposal Submitted	Qtr1, 2019	Proposal (based on third party contract) issued to LCC in December 2018. LCC requested a change in contract length and commercial basis of proposal in February 2018. A Contract Change Note has now been approved and as a result the project initiation for the solution implementation is commencing. Contact signatures between LCC, Serco and Servelec are being finalised. SoW submitted to IMT Delivery on 25-04-18	Lifecycle Management
IMT-221	Sleaford LFR new build	Sleaford Fire Station will be a new purpose built fire station with accommodation for LFR and LCC staff, in total around 130 staff. **Business Outcome:** To provide the technical infrastructure and capability to support LFR in occupying the new	Transition	Qtr2, 2018	Phase 1 LFR Fire Station is now Live as planned for 1st May. Project to enter into Transition Phase. Planning for Phase 2 relocation and decommissioning activities commenced.	New Capability

		Sleaford LFR station. **Citizen Benefit:** Indirect				
IMT-289	LFR HQ control room move to Nettleham	LFR Control room moved to Nettleham and fully tested with all services live and working as expected. **Business Outcome:** To support LFR in realising their strategic plans for relocation. **Citizen Benefit:** Indirect	Proposal Submitted	TBC	New SoW (for design and PID) sent to LCC for approval 07/03/18. Awaiting approval to proceed	New Capability
IMT-329	Office 365 configuration	Migration to Office 365, which is a cloud-based subscription service that brings together the best tools for the way people work today. By combining best-in-class apps with powerful cloud services, Office 365 lets anyone create and collaborate anywhere on any device. **Business Outcome**: To modernise the LCC estate to harness the features available through Microsoft 365. **Citizen Benefit:** Indirect	Design & Propose	Qtr4, 2018	SoW approved 18/04/18. Discovery and capability assessment phase of the project in progress.	New Capability
REM_IMT_001	MIM (Microsoft Identity Manager)	Identity Management – including management of access to the right systems and network services for starters, movers and leavers.	Design & Propose	Qtr4, 2018	The Low Level Design has been approved. The solution implementation is currently being scheduled, some resource issues with PM	New Capability

		Business Outcomes: Ensuring the correct staff have the right level of access to systems and networks for their current role. Provide security and efficiency improvements. **Citizen Benefit:** Indirect			availability have been experienced which has impacted progress.	

Proposed Reporting Format (example for Member consideration):

It is proposed to use the following template to provide a summary view of the project, its high level progress and immediate milestones. The below has been populated to provide an example, using the IMT-227 OpenText Project. Upon confirmation of the 20 projects to be reported on, the below will be populated and reported on a bi-monthly basis:

Project ID	IMT-277	Project Sponsor	John Wickens/Jonathan Tulley
Project Name:	OpenText	**Project Manager**	Lakhvinder Sandhar
Project Status	Build/ In Delivery	**Forecast Date - Business Outcome**	Qtr4, 2018
Project Description	To support LCC and OpenText in migrating the IMP document management system to the OpenText hosted solution. **Business Outcome:** To provide a robust, better supported platform for IMP (OpenText EDRMS) transferring the hosting and maintenance to OpenText. To enable LCC to leverage the benefits offered by the OpenText product.		
Position update	OpenText have started to upgrade the Production OpenText Cloud Environment and have installed ADFS. Handover to Serco is delayed slightly, once confirmed the plan will be impacted and re-presented for approval		

Next Milestone Name	Reported Baseline Delivery Date	Forecast/ Actual Delivery Date	RAG	Milestone Commentary
Service Go live	12/08/2018	12/08/2018	Green	On target

Appendix B

Overview of the strategic transformation projects being delivered by Serco   (as at 11/05/2018)

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

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
External customers / citizens of Lincolnshire Pat Barrett David Betts for Channel Shift and Mark McKinstry for Website	Online and phone booking and payment system for all 6 offender courses offered by the LRSP. *Outcomes -* • *Improved customer experience with 24/7 access to an easy to use self-serve booking/ rebooking/ cancellations process along with access to accurate information.* • *Improved back office efficiency and service management through automated processes, integration with other systems (finance, police and CSC) service administration and management information.* • *Reduced costs as a result of increased self-serve and a reduction in the number of calls to the CSC.*	*ORIGINAL DATE:* 31/12/14 *CURRENT DATE:* TBC	The Channel Shift project is progressing, however, has experienced slippage. LRSP – UAT round 1 complete and UAT round 2 scheduled Phase 2 for Online Faults rescheduled due to confirm upgrade and business process review within service area Original portal was delivered; improvements on-going
	Online and phone fault reporting for highways faults. *Outcomes -* • *Improved customer experience through a simpler and more easy to use online reporting system available 24/7 with*	*ORIGINAL DATE:* 31/03/15 - COMPLETED 16/12/16 – improvements implemented, work continuing.	

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
	improvements to the mapping, searches and fault categories. Also providing more regular and detailed updates on progress. • *Improved back office efficiency, productivity and responsiveness through two way exchange of information between the CSC and highways systems and the inclusion of selectable asset layers and hierarchy information. Automated updates for customers.* • *Reduced costs as a result of increased self-serve and a reduction in the number of calls to the CSC.*	*CURRENT DATE:* TBC	
	End to end appointment booking, payment and management solution for Registrar services. *Outcomes -* • *Improved customer experience through a simpler and easy to use self-serve online booking/ amendment/ cancelation and payment system available 24/7. Fully integrated payment card facility at all offices.* • *Improved back office efficiency with automated processes and integration to the finance and CSC systems. More efficient allocation of resources and ability to update fees and charge.* • *Reduced costs as a result of increased self-serve and a reduction in the number of calls to the CSC.*	*ORIGINAL DATE:* 31/05/15 *CURRENT DATE*: TBC	

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
	Replacement of Children's Services system Edica – used by parents for schools admissions. *Outcomes – functionality will be sustained (this will be a direct replacement for existing software which is no longer available).*	*ORIGINAL DATE:* 31/03/19 *CURRENT DATE:* 31/03/19	Proposal (based on third party contract) issued to LCC in December 2018. LCC requested a change in contract length and commercial basis of proposal in February 2018. A Contract Change Note has now been approved and as a result the project initiation for the solution implementation is commencing. Contact signatures between LCC, Serco and Servelec are being finalised.
LCC Finance and HR Services	Process improvements in HR and Payroll:		
	Employee Lifecycle Redesign. *Outcomes - internal efficiency of HR Admin and payroll processes and greater ease of use for both Serco back office and LCC staff.*	*ORIGINAL DATE:* 31/09/15 *CURRENT DATE:* 30/06/18	This service improvement project is **On Hold** pending a wider operational excellence review within the service.
	Electronic Personnel Files. *Outcomes - internal efficiency and ease of use for both Serco back office and LCC Managers as appropriate.*	*ORIGINAL DATE:* 31/09/15 *CURRENT DATE:* 31/07/18	All new employee files are now electronic. Final element of project is delayed due to GDPR review and compliance within the contract with the chosen scanning provider
	Automatic integration of e-training with Agresso training record. *Outcomes - better ability to monitor staff 'must do' training.*	*ORIGINAL DATE:* April 2015 *CURRENT DATE:* ON HOLD	Project **on hold** as dependant on a Data Cleanse activity which is underway. Once data is cleansed this project can progress.
	Delivery of network improvements. *Outcomes – to provide a more robust, efficient network infrastructure to support LCC service areas in delivering their services.*	*ORIGINAL DATE:* TBC *CURRENT DATE:* TBC Changed as PID not yet signed by customer and no baseline date set	Implementation works commenced for top of rack switches in Orchard House Data Centre and wider Campus Cabinet, this element of the delivery is planned to be complete by end of May. PID and Commercial proposal issued to LCC for next phase of the project, which will upgrade a number of key infrastructure components (e.g. Firewalls, Wireless etc)

Service Area	Description/ Outcomes to be delivered	Expected date for delivery of outcome	Update
	Upgrade of telephony – for security purposes. *Outcomes – to update the current system and improve supportability and provide additional features for the CSC.*	*ORIGINAL DATE:* 01/04/2015 *CURRENT DATE*: Q4 2018	The Vodafone High Level Design is currently with LCC IMT for review of final comments in order to facilitate approval
	Support to provision of new printers/photocopiers/ scanners. *Outcomes – provides ' follow me' printing capability to aid staff working in different locations, and reduce printing which is not collected.*	*ORIGINAL DATE:* 30/09/18 *CURRENT DATE*: 30/09/18	DocuPro (follow me printing) is operational and all current devices deployed. Circa 110 new devices have been deployed within the LCC estate. Additional devices are being procured so end date cannot be known until extended scope understood.
	Close down of SAP – securing historic data. *Outcomes – maintain business as usual provision of pension information, mitigate risk of data loss and/or breach of statutory requirements by Serco/LCC in respect of both HMRC and the Pensions Regulator.*	*ORIGINAL DATE:* 01/06/15 *CURRENT DATE*: Q4 2018	Quotes from Keir for providing data extracts are outstanding, this was delayed due to system issues experienced were access to SAP was lost. Serco have re-requested a quote from Kier. Once the above actions have been completed the solution for provision of reporting capability of historical SAP data for Serco services can progress.
	Data Centre relocation. *Outcomes – maintaining and improving resilience in the event of system failure/ disaster.*	*ORIGINAL DATE:* 31/12/15 *CURRENT DATE*: Q2 2018	The project is entering into closure phase with the last set of applications in scope reaching final stages of migration. Closure planned end of May.
	Identity Management – including management of starters, movers and leavers. *Outcomes – security and efficiency improvements.*	*ORIGINAL DATE:* April – Dec 2015 *CURRENT DATE*: Q4 2018	The Low Level Design has been approved. The solution implementation is currently being scheduled. Implementation plan to be agreed with Project Sponsor
	Improved system for reporting HR and IT issues. *Outcomes – easier for staff to use, and more efficient to manage.*	*ORIGINAL DATE:* 2/3 complete: MyIT, MyMosaic *CURRENT DATE*: Q3 2018: MyHR	Technical review completed, project to be initiated and baselined plan produced. Serco business analysis of as-is and to-be processes to commence prior to design.

Appendix C

All IMT Projects in progress with Serco   51

The below table represents all projects assigned to the categories of Lifecycle Management and New Capability **as at 1 May 2018:**

Please note those Project IDs annotated with ** are included in the list of 20 shown in Appendix A above.

Project ID	Project Name	Project Description/Business Outcome	Project Status	Position Update	Categorisation
IMT-093**	Domain Controller upgrade	To upgrade the Operating System and Functional Level of LCCs and LFRs Domain Controllers, which process security authentication requests (logging in, checking permissions etc). **Business Outcome:** To ensure LCCs and LFRs authentication services are up to date and continue to support LCC users and services to securely access LCC computer resources and facilitate migration to Microsoft Office 365 **Citizen Benefit:** Uplift in security of the Council's network to ensure privacy etc. is maintained.	Proposal Submitted	Change control submitted to LCC 09-03-18 for HLD update as SOW not approved in timely fashion and technical changes have taken place that required HLD to be amended. Awaiting approval to proceed.	Lifecycle Management
IMT-096**	Web Access Modernisation Phase 3	The project will further exploit the capabilities of Zscaler. **Business Outcome:** Mitigate significant business risk. To further increase the security of the LCC network. **Citizen Benefit:** Uplift in security of the Council's network to ensure privacy etc. is maintained.	Proposal Submitted	Proposal pending approval (Sep-17) - review meeting scheduled with LCC 8th May '18	Lifecycle Management

IMT-099	Citrix Phase 3	To implement a new Citrix Farm within the Sungard Data Centre. **Business Outcome:** Risk Mitigation, remote access capabilities for staff and partner organisations	Proposal Submitted	SoW revised in-line with changes requested by LCC, and issued for approval (07/03/18) - awaiting approval. Recent change in LCC strategy may impact design and approach.	Lifecycle Management
IMT-117**	Telephony enablement (Avaya upgrade)	The purpose of the Avaya upgrade project is to upgrade the LCC Avaya fixed corporate & CSC telephone system. **Business Outcome**: Mitigate significant business risk. To update the current system and improve supportability and provide additional features for the CSC. **Citizen Benefit:** Call centre leveraged new and improved features to optimise and streamline the call handling service.	Design & Propose	Vodafone High Level Design for the core telephony and Contact Centre upgrade approved. Vodafone Low Level Design (LLD) resource assigned and LLD completion timeline requested so the plan for the next phase can be created. SIP implemented and stable. A number of previous technical issues encountered with SIP service are in root cause analysis. Wider deployment approach for SIP agreed for inclusion in future proposal.	Lifecycle Management

IMT-165**	Going to Schools Experience - Edica Replacement	Replacement of Children's Services system Edica – used by parents for schools admissions. **Business Outcome:** Mitigate significant business risk. Functionality will be sustained (this will be a direct replacement for existing software which is no longer available). **Citizen Benefit**: Improved service availability for Going to Schools services	Proposal Submitted	Proposal (based on third party contract) issued to LCC in December 2018. LCC requested a change in contract length and commercial basis of proposal in February 2018. A Contract Change Note has now been approved and as a result the project initiation for the solution implementation is commencing. Contact signatures between LCC, Serco and Servelec are being finalised. SoW submitted to IMT Delivery on 25-04-18	Lifecycle Management
IMT-193A	LFR ECHCRC 999 Implementation - Project A	Implement the technical solutions to LFR that are required as part of the ECHCRC programme and to allow LFR to be fully functional, operationally, on the ECHCRC systems. **Business Outcome:** To support LFR throughout the ECHCRC programme in their goal of going Live and to assist LFR to migrate all Vision 3, Rappel, Airwave, MDT, Station end and 999 mobilising systems.	Build/In Delivery	T&M Quote for Adhoc Support.	Lifecycle Management

IMT-217A	LFR HQ move - Project A	Lincolnshire Fire and Rescue have embarked on a project to create a Joint HQ with Lincolnshire Police at Nettleham and South Park Campuses. They wish to move all functions and staff currently contained within the South Park HQ building to Nettleham Police HQ. **Business Outcomes:** To support LFR in realising their strategic plans for relocation.	Build/In Delivery	T&M Quote for Adhoc Support	New Capability
IMT-220	Konica Minolta Deployment Assistance	Assistance from Serco to install the replacement printers and the print management solution DocuPro. **Business Outcome:** Provides 'follow me' printing capability to aid staff working in different locations, and reduces unnecessary printing which is not collected.	Build/In Delivery	SoW approved 16th April. PO received 20/04/18	Lifecycle Management
IMT-221**	Sleaford LFR new build	Sleaford Fire Station will be a new purpose built fire station with accommodation for LFR and LCC staff, in total around 130 staff. **Business Outcome:** To provide the technical infrastructure and capability to support LFR in occupying the new Sleaford LFR station. **Citizen Benefit:** Indirect	Transition	Phase 1 LFR Fire Station is now Live as planned for 1st May. Project to enter into Transition Phase. Planning for Phase 2 relocation and decommissioning activities commenced.	New Capability

IMT-232**	DMARC Email Compliance	Implement DMARC on Lincolnshire CC's email system to comply with Central Government requirements for secure mail. **Business Outcome:** To support LCC in the transition away from GCSX secure email, ensuring that staff can continue to send and receive secure email as appropriate. **Citizen Benefit:** Uplift in security in the councils network to ensure privacy etc is maintained. Reduce the ability of third parties to generate SPAM email appearing to come from the council.	Design & Propose	Re-assigned. John Wickens provided thoughts on way forward (26/04); PM to evaluate work required.	Lifecycle Management
IMT-242**	Zipporah Bookings replacement	To remove the need for Zipporah Booking systems to be used within the Council. All citizen bookings are undertaken with a single supported solution. **Business Outcome**: Mitigate significant business risk. To provide LCC with a corporate bookings solution to support service areas in taking and managing bookings from members of the public, and internally. **Citizen Benefit:** Continued ability to make bookings for LCC services and events online.	On Hold	SOW submitted to IMT Delivery and Project Sponsor	Lifecycle Management

IMT-244**	Zipporah eCommerce replacement	To upgrade the online purchasing capability for existing LCC services (e.g. Lincs to the Past) **Business Outcome**: Mitigate significant business risk. Improved back office efficiency with automated processes and integration to the finance and CSC systems. More efficient allocation of resources and ability to update fees and charge. **Citizen Benefit**: Continued ability to purchase LCC services online and utilise the access channel.	On Hold	SOW submitted to IMT Delivery and Project Sponsor	Lifecycle Management
IMT-251**	Lincoln Campus Distribution Network	To refresh/replace aged network equipment and increase resilience in the Lincoln Campus communications network. **Business Outcome**: Mitigate significant business risk. To provide a supportable, more robust network infrastructure to support LCC service areas in delivering their services. **Citizen Benefit:** Uplift in security of the Council's network to ensure privacy etc. is maintained.	Proposal Submitted	Previous Project Phase (covering HLD) closed (documentation issued on 19/02/2018 to formalise this), Installation of switches ongoing. PID for next stage issued to LCC by new PM (28/03/18) - review meeting scheduled with LCC 8th May '18	Lifecycle Management

IMT-255**	Migration to a supported platform for Achieve forms	Create 60-70 SNAP Surveys, to enable LCC to migrate them off Firmsteps old version of Achieve forms before it is decommissioned by the Vendor **Business Outcome:** Mitigate significant business risk. Staff and citizens are able to continue to access LCC services through electronic forms. **Citizen Benefit:** Continued ability to access LCC services through electronic forms	Build/In Delivery	Form build complete, currently rectifying remaining issues highlighted at UAT. Servers are being decommissioned and database based due to be transferred early May.	Lifecycle Management
IMT-272	BCP Gap analysis	Identification of areas of weakness within BCP plans in regards to IT provision. **Business Outcome:** To support LCC in ensuring its capability for Business Continuity scenarios.	Build/In Delivery	Risk Register reviewed. Pending formal approval.	Lifecycle Management
IMT-273	CEC Gap analysis	Identification of areas of weakness within the IT provision in the event of the County Emergency Centre being used in an emergency situation. **Business Outcome:** To support LCC in ensuring its capability for Business Continuity scenarios.	Design & Propose	Options workshop scheduled for 25-04 (earliest availability).	Lifecycle Management
IMT-274**	Lincoln retained infrastructure	Refresh of technical infrastructure within Orchard House/Lancaster House data centres for those services not migrated to SunGard Data Centres (for reasons such as latency, resilience against WAN issues, local internet breakout, optimisation of WAN traffic shape). **Business Outcome**: Mitigate significant business risk. To provide a more robust, efficient technical infrastructure to support LCC service areas in delivering their services.	Design & Propose	Technical workshop held and an options appraisal conducted. Options presented to Project Board on 7/03/18. Technical Architect meeting held 14/03/18 to review hosting strategy. A change in strategy	Lifecycle Management

				generated further options being requested. 3rd party responses received 24/04/18. Options appraisal being updated with target release date to LCC of 8/04/18	
		Citizen Benefit: Uplift in security of the Council's network to ensure privacy etc. is maintained. Improved uptime for citizen facing web applications.			
IMT-275	ITUS DMZ CoLo infrastructure	This project is to refresh the DMZ infrastructure which is are or are approaching end of life. The replacements will not always be like for like but should support the target architecture for the ITUS Datacentres. **Business Outcome:** Mitigate significant business risk, provide a DMZ for hosting of LCC web services	Design & Propose	Outcomes from technical workshop being incorporated into design for proposal.	Lifecycle Management
IMT-277**	Opentext migration	To support LCC and OpenText in migrating the IMP document management system to the OpenText hosted solution. **Business Outcome:** Mitigate significant business risk. To provide a robust, better supported platform for IMP (OpenText EDRMS) transferring the hosting and maintenance to OpenText. To enable LCC to later leverage the benefits offered by the OpenText product. **Citizen Benefit**: The new platform will improve the efficiency with which we can archive and delete data in accordance with corporate policy supporting our GDPR obligations to the citizen	Build/In Delivery	OpenText have started to upgrade the Production OpenText Cloud Environment and have installed ADFS. Handover to Serco is delayed slightly, once confirmed the plan will be impacted and re-presented for approval	Lifecycle Management

IMT-279	UPS replacement in Orchard House machine room	A plan and implementation is required to remove reliance on the failing rack UPS's that are used in the LCC machine room for power distribution. **Business Outcome:** Mitigate significant business risk. To provide a more robust, efficient network infrastructure to support LCC service areas in delivering their services.	Proposal Submitted	SoW for planning stage submitted 09-03.	Lifecycle Management
IMT-286	CP-IS interface	Analyse the implementation requirements of CP-IS from materials supplied by NHS Digital and our platform vendor Servelec, and to facilitate the required services and processes. This is to include liaising with N3/BT and our connection sponsor to have the necessary firewall changes made to the LCC N3 connection. **Business Outcome:** Enable sharing of data between the NHS and LCC Social Care Case Management System, enhancing the ability to safe guard service users	Close	Client testing has completed 21/02	New Capability
IMT-289**	LFR HQ Control room move to Nettleham	LFR Control room moved to Nettleham and fully tested with all services live and working as expected. **Business Outcome:** To support LFR in realising their strategic plans for relocation. **Citizen Benefit:** Indirect	Proposal Submitted	New SoW (for design and PID) sent to LCC for approval 07/03/18. Awaiting approval to proceed	New Capability
IMT-294	SSID for Airwatch managed devices	To create a dedicated WiFi SSID for Airwatch managed devices, which is scaled to meet the anticipated demands. To migrate all LCC Airwatch managed devices from LCC-Internet to the new SSID. **Business Outcome:** To improve Wifi access for Airwatch managed devices, removing the issues	Proposal Submitted	25/04/18 - Meeting held with John on 24th April to discuss approach. Further comments received on SoW. These are being	New Capability

		experienced when the currently used SSID password is periodically changed.		reviewed internally.	
IMT-295	My Service Area	Enable wider adoption of the MyPortal pages for non-Serco purposes. Trial with LFR. **Business Outcome:** To increase the features available through the MyPortal page to support more efficient working.	Explore	Resource allocated, PM currently arranging kick off meeting with Sponsor	New Capability
IMT-303	EDW Data population - Agresso	A set of Agresso records are required (people management; e-recruiter; financial data)to regularly populate the LCC Enterprise Data Warehouse (EDW) to provide LCC people management and P card reporting. **Business Outcome:** To provide flexible LCC people management and financial reporting which is accessible through the LCC. Business Intelligence (BI) portal which allows additional analysis easily and quickly through self-service tools. This will also be a key data source in providing data to Adult Services more easily for their annual statutory return on staffing	On Hold	PM to be assigned upon start date (now expected early May)	New Capability
IMT-313	Windows 10 Phase 1 completion	To deploy the outstanding Windows 10 assets in a timely efficient manner. **Business Outcome:** To replace the remaining computers over 6 years old to improve staff efficiency in using IT.	Build/In Delivery	Remaining delivery subject to CR approval. To be picked up upon PM return from absence.	Lifecycle Management

IMT-315	Implement Attachit for SNAP surveys	Provide LCC but more specifically the Children's Performance Team with the ability to attach documents to SNAP Surveys for Statutory returns. **Business Outcome:** Enable the SNAP application usage to be increased as a result of the additional functionality	Explore	SoW submitted. Initial review comments in discussion.	Lifecycle Management
IMT-320	LCHS staff transfer Phase 2	To support the IMT elements of the LCHS staff transfer. **Business Outcome:** LCHS staff able to operate with LCC assets and systems.	Build/In Delivery	All deliverables are on track. Systm1 and SmartCard support to be progressed by LCC VPN solution support to be progressed by LCC IMT	Lifecycle Management
IMT-323**	X2 Deployment CS Frontline Teams	Provide the frontline Children's Services staff with the tools to enable them to access key systems while they are out in the field. **Business Outcome**: Staff able to work more efficiently, and on the move, thus increasing productivity. Provides improved remote access via tablet devices to front line staff. **Citizen Benefit**: Increased service users contact time and better safe guarding capabilities as improved access to Real Time information	Explore	Initial Meeting with Project Sponsor 13/04, Initiation Approach Options submitted	Lifecycle Management

IMT-324**	LFR Avaya 999 solution	Provide detailed plans for a replacement of LFR's telephone system. Provide an integration of LFR's telephony system to the LCC Corporate telephony system **Business Outcome:** A robust, modern and supported telephony system that is reliable for LFR HQ and failover 999 services. Integration of LFR's telephony system to the ECHCRC telephony system (which may see a further benefit of reduction of telephony charges). **Citizen Benefit**: Citizen safety is maintained during technical fault conditions	Design & Propose	LFR SoW approved 29/03/18, hardware and software ordered beginning of April, project initiation meeting held on the 13/04/18 with actions assigned to relevant stakeholders. Work shop for project planned for 09/05/18 which will define the next steps and baseline dates.	Lifecycle Management
IMT-325	WAP's for LFR Nettleham HQ	To provide Wifi coverage for the LFR Nettleham head quarters. (related to IMT-217) **Business Outcome:** Enable LFR staff at Nettleham HQ to access the LCC network via WiFi and thus work more efficiently.	Build/In Delivery	WAPs installed on plan. Number of queries raised during installation, currently in discussion.	Lifecycle Management
IMT-329**	Office 365 configuration	Migration to Office 365, which is a cloud-based subscription service that brings together the best tools for the way people work today. By combining best-in-class apps with powerful cloud services, Office 365 lets anyone create and collaborate anywhere on any device. **Business Outcome**: To modernise the LCC estate to harness the features available through Microsoft 365. **Citizen Benefit**: Indirect	Design & Propose	SoW approved 18/04/18. Discovery and capability assessment phase of the project in progress.	New Capability

IMT-334	Swap out WAP's 2018	To meet the medium term operational availability requirements of the PN and Corporate Wireless solutions and avoid the time out of WAP's used within the PN wireless solution. **Business Outcome:** To ensure that LCC staff can continue to access the LCC WiFi networks to support their working.	Explore	25/04/18 - Meeting scheduled with Andrew and John for 2nd May to discuss options.	Lifecycle Management
IMT-341**	Adult Services sim enabled laptops	To provide the Adults Services staff with sim enabled laptops to enable them to access key systems while they are out in the field. **Business Outcome:** Adults Services staff provided with new technology which aids their ability to work more efficiently, and on the move, increasing productivity. Provides improved remote access laptop devices to front line staff. **Citizen Benefit:** Increased service users contact time and better safe guarding capabilities as improved access to Real Time information.	Proposal Submitted	PID submitted to LCC IMT- Delivery on 27-04-18. Awaiting approval to proceed to start planning comms and schedule with LCC	Lifecycle Management
IMT-345	PSN 2018	We require a PM to chair the PSN 2018 Working Group and coordinate members of that group ensuring that the actions, dependencies, risks and issues highlighted by members of the group are progressed quickly and effectively. **Business Outcome:** LCC regain PSN compliance.	Qualify	Awaiting Project Manager Assignment	Lifecycle Management

REM_CSC_032	Channel Shift - Highways Fault Reporting/GIS	Online and phone fault reporting for highways faults. **Business Outcome:** • Improved customer experience through a simpler and more easy to use online reporting system available 24/7 with improvements to the mapping, searches and fault categories. Also providing more regular and detailed updates on progress. • Improved back office efficiency, productivity and responsiveness through two way exchange of information between the CSC and highways systems and the inclusion of selectable asset layers and hierarchy information. Automated updates for customers. • Reduced costs as a result of increased self-serve and a reduction in the number of calls to the CSC.	On Hold	UAT phase has been pushed back at request of LCC due to Confirm Upgrade.	Lifecycle Management
REM_CSC_034	Channel Shift - Payment Gateway	To provide a corporate online payments solution to replace the existing legacy solution. **Business Outcome:** Improved back office efficiency with automated processes and integration to the finance and CSC systems. More efficient allocation of resources and ability to update fees and charge.	On Hold	UAT signed off. CCN issued to LCC on 08/11/2017 detailing commercial proposal.	Lifecycle Management

REM_CSC_035	Channel Shift - Registrars (Celebratory Services)	End to end appointment booking, payment and management solution for Registrar services. **Business Outcome:** • Improved customer experience through a simpler and easy to use self-serve online booking/ amendment/ cancellation and payment system available 24/7. Fully integrated payment card facility at all offices. • Improved back office efficiency with automated processes and integration to the finance and CSC systems. More efficient allocation of resources and ability to update fees and charge. • Reduced costs as a result of increased self-serve and a reduction in the number of calls to the CSC	On Hold	Final configuration work in progress.	Lifecycle Management
REM_CSC_036	Channel Shift - Driver Training	Online and phone booking and payment system for all 6 offender courses offered by the LRSP. **Business Outcome:** • Improved customer experience with 24/7 access to an easy to use self-serve booking/ rebooking/ cancellations process along with access to accurate information. • Improved back office efficiency and service management through automated processes, integration with other systems (finance, police and CSC) service administration and management information. • Reduced costs as a result of increased self-serve and a reduction in the number of calls to the CSC.	On Hold	UAT gate for UAT phase 2 completed and Go Live steps being finalised	Lifecycle Management
REM_CSC_037	Channel Shift - Highways Licencing	Dependent upon Highways Fault Reporting	On Hold	Highways licensing is dependant on Highways Fault reporting being Live. Awaiting start date.	New Capability

| REM_CSC_002** | Channel Shift Project | The Channel Shift Project is made up of 6 sub projects:
Highways Fault Reporting/GIS
Payment Gateway
Registrars (Celebratory Services)
Driver Training
Highways Licensing
Authentication & Verification

Business Outcome: Improved customer experience with 24/7 access to an easy to use self-serve portal along with access to accurate information. Improved back office efficiency and service management through automated processes, integration with other systems (e.g. finance and CSC) service administration and management information.

Citizen Benefit: Continued ability to purchase/book LCC services online and utilise the access channel.

Also see individual modules: | On Hold | The new approach to move to a Software as a Service (SaaS) solution was progressing and LRSP UAT 2 completed. The contract for this SaaS offering is unsigned and discussions between LCC and Serco continue. Therefore at this point progress beyond LRSP user acceptance testing (UAT) is not possible until the commercial position is finalised.

All dates for estimated Go Live are unable to be provided until a decision regarding the contract is finalised and a contract is in place with the SaaS provider.

See individual module updates | New Capability |

REM_IMT_001**	MIM (Microsoft Identity Management)	Identity Management – including management of access to the right systems and network services for starters, movers and leavers. **Business Outcomes**: Ensuring the correct staff have the right level of access to systems and networks for their current role. Provide security and efficiency improvements. **Citizen Benefit:** Indirect	Design & Propose	The Low Level Design has been approved. The solution implementation is currently being scheduled, some resource issues with PM availability have been experienced which has impacted progress.	New Capability
REM_IMT_012	Biz talk	Migration of Biztalk infrastructure into target SunGard Data Centre Location **Business Outcome:** Reduction in Virtual Data Centres within SunGard	On Hold	Migration of services cannot begin until after completion of Agresso Upgrade work as per information provided from Simon Oliver to Jane Sickerdich in Portfolio board (Oct 17)	Lifecycle Management
REM_IMT_299	Securing SAP Legacy data	To ensure that Serco has access to the legacy data held in SAP required to deliver their services. . **Business Outcome:** Maintain business as usual provision of pension information, mitigate risk of data loss and/or breach of statutory requirements by Serco/LCC in respect of both HMRC and the Pensions Regulator.	Explore	Project plan, proposed solution for deployment with costs to be created by W/C 02/04/18 ready for Gate	Lifecycle Management
SIP-001	CMDB SIP	Service Improvement : Configuration Management Database enhancements to provide improved lifecycle management of LCC assets. **Business Outcome:** Risk Mitigation from improved lifecycle management on assets	Design & Propose	PID signed off by Sponsor 20/11/17.	Lifecycle Management
SIP-002	ITSC/ DR SIP	Service Improvement : IT Security and Disaster Recovery **Business Outcome:** Risk Mitigation and assurance	Proposal Submitted	PID updated following LCC comments and re-submitted	Lifecycle Management

TRM_IMT_001 **	Data Centre Relocation	To relocate LCC applications to SunGard. **Business Outcome**: Mitigate significant business risk. Maintaining and improving resilience in the event of system failure/ disaster. **Citizen Benefit:** Improved service availability for a wide range of Council services	Build/In Delivery	The project is entering into closure phase with the last set of applications in scope reaching final stages of migration. Closure planned end of May.	Lifecycle Management
IMT-347-1804	Confirm upgrade - BAU coordination	To provide coordination to support the routine upgrade of the Confirm software to enable the new functionality in Confirm to be used. **Business Outcome:** Ability for LCC to leverage the benefits of the new features in the upgraded software.	Explore	PM assigned - Business Decision made to wait until May release of version 18.1. SoW in draft based on this	Lifecycle Management
IMT-350-1804	Hydra remediation	To clone and test if an In Place Upgrade can be executed and that the software Hydra Platform operates as expected afterwards. If successful the real migration from the old platform to an upgraded one can take place **Business Outcome:** To remove Windows 2003 server from the LCC estate, required to meet PSN compliance.	Explore	PM assigned and scoping phase commenced	Lifecycle Management
IMT-351-1804	Aspire remediation	To clone and test if an In Place Upgrade can be executed and that the software Aspire operates as expected afterwards. If successful the real migration from the old platform to an upgraded one can take place **Business Outcome**: To remove Windows 2003 server from the LCC estate, required to meet PSN compliance.	Explore	PM assigned and scoping phase commenced	Lifecycle Management

Project ID	Project Name	Description			
IMT-354-1804	XP Safedig virtual machine	There are still networked Windows XP machines on the LCC estate, which are in active use. These machines receive no updates to mitigate IT threats, since Microsoft ended all support for Windows XP. This project is to address those issues. **Business Outcome:** To remove Windows 2003 server from the LCC estate, required to meet PSN compliance.	Qualify	Project Brief in Triage	Lifecycle Management

The below table represents all projects categorised as small **as at 1 May 2018:**

Project ID	Project Name	Project Classification	Project Status
IMT-032	ECHCRC Local Performance Reporting Database	Small	C - In Delivery
IMT-078	SAP CRM to Lagan Transport	Small	D - In Closure
IMT-086	TIS/CCTV for Traffic Signals	Small	C - In Delivery
IMT-152	GLL support	Small	D - In Closure
IMT-176	LFR 999 system GD92 reconfiguration	Small	C - In Delivery
IMT-177	ECHCRC LFR Voice recorder	Small	C - In Delivery

IMT-181	iDox residual documents	Small	C - In Delivery
IMT-189	Waste CCTV.	Small	C - In Delivery
IMT-204	Panacea / Agresso integration	Small	D - In Closure
IMT-229	Edesix video software	Small	A - In Scoping
IMT-236	RTPI Decommissioning	Small	A - In Scoping
IMT-257	Property Consultancy days	Small	C - In Delivery
IMT-276	Louth wider estates	Small	D - In Closure
IMT-278	Mobile devices for Community engagement Team	Small	C - In Delivery
IMT-283	Grantham Hospital Connectivity	Small	D - In Closure
IMT-288	Lincslab mobile technology	Small	C - In Delivery
IMT-297	Decommission of ePEP	Small	B - Proposal Submitted

IMT-298	LFR West Div HQ move to CEC	Small	D - In Closure
IMT-301	Norfolk Lodge avaya	Small	D - In Closure
IMT-307	Occupeye	Small	B - Proposal Submitted
IMT-308	Waste Inspectors tablet implementation	Small	C - In Delivery
IMT-310	Airwatch user group Whatsapp	Small	D - In Closure
IMT-316	Agresso GCON4MFL trial	Small	B - Proposal Submitted
IMT-319	Airwatch BYOD	Small	B - Proposal Submitted
IMT-326	Meeting room naming	Small	B - Proposal Submitted
IMT-327	Navigation House WiFi	Small	D - In Closure
IMT-328	Telegraph pole removal	Small	B - Proposal Submitted
IMT-330	Matrix Team tablets	Small	B - Proposal Submitted

IMT-331	South Park wireless LAN	Small	B - Proposal Submitted
IMT-332	Louth wireless LAN	Small	A - In Scoping
IMT-336	Lancaster House CCTV commissioning	Small	0 - In Scoping
IMT-337	The Vicarage meeting rooms wifi	Small	B - Proposal Submitted
IMT-339	WAP's at Sleaford Secure Unit	Small	B - Proposal Submitted
IMT-340	Holebase upgrade	Small	A - In Scoping
IMT-342	Project vision single sign on	Small	A - In Scoping
IMT-343	35 Orchard Street move	Small	B - Proposal Submitted
IMT-344	IDEA instal	Small	A - In Scoping
IMT-348-1804	OMNI transfer to network	Small	A - In Scoping

IMT-349-1804	Paritor upgrade	Small	A - In Scoping
IMT-353-1804	External partner launch pad	Small	0 - Qualification
IMT-355-1804	IRIS replacement and decommission	Small	0 - Qualification

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

Report to:	**Overview and Scrutiny Management Board**
Date:	**24 May 2018**
Subject:	**Scrutiny Committee Work Programmes: -** • **Children and Young People Scrutiny Committee** • **Public Protection and Communities Scrutiny Committee**

Summary:

On 29 June 2017, the Overview and Scrutiny Management Board agreed a process for reviewing the work programmes of scrutiny committees whereby the work programme of each scrutiny committee would be considered 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.

In accordance with the Board's agreed programme, this report sets out the work programmes of the Children and Young People Scrutiny Committee; and the Public Protection and Communities Scrutiny Committee.

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 Children and Young People Scrutiny Committee (Appendix A to this report); and
- the Public Protection and Communities Scrutiny Committee (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 that their committee will be focussing on.

The table below sets out the reporting timetable for 2018/19:

Scrutiny Committee	First Review	Second Review	Third Review
Adults and Community Wellbeing	26 April 2018	30 August 2018	29 November 2018
Health			
Children and Young People	24 May 2018	27 September 2018	20 December 2018
Public Protection and Communities			
Environment and Economy	28 June 2018	25 October 2018	31 January 2019
Highways and Transport			
Flood and Water Management			

Children and Young People Scrutiny Committee

The work programme of the Children and Young People Scrutiny Committee is attached at Appendix A. Councillor Robert Foulkes, the Chairman of the Children and Young People Scrutiny Committee, will be making a statement to provide supporting information on the content of the work programme.

Public Protection and Communities Scrutiny Committee

The work programme of the Public Protection and Communities Scrutiny Committee is attached at Appendix B. Councillor Nigel Pepper, the Chairman of the Public Protection and Communities Scrutiny Committee, will be making a statement to provide supporting information on the content of the work programme.

2. Conclusion
As part of the new reporting arrangements of the work programmes of scrutiny committees, the Overview and Scrutiny Management Board is asked to consider the work programmes of the Children and Young Scrutiny Committee, and the Public Protection and Communities Scrutiny Committee.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Children and Young People Scrutiny Committee Work Programme
Appendix B	Public Protection and Communities Scrutiny Committee 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 Tracy Johnson, Senior Scrutiny Officer, who can be contacted on 01522 552164 or by e-mail at tracy.johnson@lincolnshire.gov.uk, and Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

Work Since January 2018

Since the last report of this Committee to the Board on 25 January 2018, two further meetings of the Children and Young People Scrutiny Committee have taken place. The key issues that the Committee has considered since January are:

Building Communities of Specialist Provision for Children and Young People with Special Educational Needs and Disabilities

On 1 December 2017, the Committee considered report on *Building Communities of Specialist Provision for Children and Young People with Special Educational Needs and Disabilities.* This is a strategic long term strategy for special schools in the County which will ensure the best provision for our SEND pupils in the coming years. The proposed strategy has many aims including reducing the length of journeys to school for pupils with SEND by ensuring all special schools can meet all types of need and disability, so pupils can go to their nearest school. On 5 December 2017, the Executive agreed to go out to public consultation on both the proposed strategy and the proposed changes to individual schools simultaneously. The proposed strategy was subject to public consultation over a 9 week period from 8 January 2018 to 14 March 2018.

The Committee received an update on the consultation and revised timeline at its meeting on 26 April 2018. The timeline has been amended to ensure all Academy Trusts and the Regional School Commissioner have sufficient time to consider the outcomes of the consultation and also to ensure that the final decision made by Executive was informed by public consultation, the decision of Academy Trusts and the Regional School Commissioner. The consultation findings will be considered by the Committee at the meeting on 19 October 2018 before a final decision by the Executive at its meeting on 6 November 2018. At the meeting on 19 October 2018, the Committee will be hearing the views from the headteachers of the special schools; parents who have petitioned against the proposals in relation to Gosberton House Academy in Spalding; and parents who have petitioned in favour of the SEND proposals.

Inclusive Lincolnshire Strategy

On 19 January 2018, the Committee considered an update on the Inclusive Lincolnshire Strategy, which had been implemented in 2016/17 to address the problem of a rising and unsustainable rate of permanent exclusions from Lincolnshire schools. Subsequent to the meeting, the Chairman of the Committee suggested that it might be useful to establish a working group to look in more detail at the work being undertaken by officers and schools to reduce pupil exclusions in Lincolnshire's primary and secondary schools. The Committee agreed at its meeting on 9 March 2018 to establish a working group with the following members: Councillors M D Boles, S R Dodds, R J Kendrick, A P Maughan and R Wootten. The working group met for the first time on 4 May 2018 and will report back to the Committee at a future meeting.

Post 16 Transport Policy Statement 2018 -2019

At its meeting on 20 April 2018, the Committee received a pre-decision scrutiny report on the Post 16 Transport Policy Statement 2018-19. The Council provides subsidised transport for learners of sixth form age (extended to age 21 or 25 for learners with Special educational Needs and/or Disabilities (SENDs)) to a school sixth form, college of further education or other approved setting. This costs the authority around £2m per year, and the authority recovers approximately £1m of the costs through a charge to parents or students which is currently £570 per annum. The Committee strongly supported officers investigating the possibility of direct debit monthly payments by parents and carers to lessen the financial pressure on families. This cannot be achieved with the current IT systems as they are not able to handle receiving payments this way.

Future Work Planned

8 June 2018		
Item	**Contributor**	**Purpose**
Corporate Parenting Strategy	Andrew Morris, Corporate Parenting Manager	Pre-Decision Scrutiny (Council decision on 14 September 2018)
Looked After Children and Care Leavers Strategy	Andrew Morris, Corporate Parenting Manager	Pre-Decision Scrutiny (Executive decision on 3 July 2018)
Ofsted Inspection Outcomes	Debbie Barnes, Executive Director of Children's Services	Performance Scrutiny
Lincolnshire Local Authority School Performance 2016-17	Martin Smith, Children's Service Manager - School Standards	Performance Scrutiny
Lincolnshire Secure Unit – Ministry of Justice contract bid	Mark Rainey, Children's Services Commissioning Manager - Commercial Dave Clarke, Unit Principal, Lincolnshire Secure Unit	Pre-Decision Scrutiny (Executive Councillor Decision: 18 June 2018)
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Update *(16 April 2018 minutes)*	Cllr Sarah Dodds, Chairman of the Sub-Group	Member Report
Theme Performance: Quarter 4	Sally Savage, Chief Commissioning Officer – Children's	Performance Scrutiny

20 July 2018		
Item	**Contributor**	**Purpose**
Supported Accommodation for Looked After Children	Janice Spencer, Assistant Director – Children's Safeguarding	Pre-Decision Scrutiny (Executive Councillor Decision: Date to be determined)
Adoption Support Services – Parenting Programme	Simon Murphy Commissioning Officer	Pre-Decision Scrutiny (Executive Councillor Decision: 30 July 2018)
Lincolnshire Secure Unit – New Build Business Case	Mark Rainey, Children's Services Commissioning Manager - Commercial Dave Clarke, Unit Principal, Lincolnshire Secure Unit	Pre-Decision Scrutiny (Executive Councillor Decision: 30 July 2018)
Restorative Panels Pilot	Andy Cook, Youth Offending Manager	Policy Review
Partners in Practice	Tara Jones, Children's Service Manager – Partners in Practice	Policy Review
Corporate Parenting Sub Group Update *(14 June 2018 minutes)*	Cllr David Brailsford, Chairman of the Sub-Group	Member Report

7 September 2018		
Item	**Contributor**	**Purpose**
Inclusive Lincolnshire Strategy – Policy Review	Mary Meredith, Children's Service Manager - Inclusion	Policy Review
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Update *(9 July 2018 minutes)*	Cllr Sarah Dodds, Chairman of the Sub-Group	Member Report
Theme Performance: Quarter 1	Sally Savage, Chief Commissioning Officer – Children's	Performance Scrutiny

19 October 2018		
Item	**Contributor**	**Purpose**
Building Communities of Specialist Provision – A Collaborative Strategy for Children and Young People with Special Education Needs and Disabilities in Lincolnshire (Final Decision)	Eileen McMorrow, Senior Project Officer SEND Review	Pre-Decision Scrutiny (Executive Decision – 6 November 2018)
Special Educational Needs and Disabilities and the process behind Education, Health and Care Plans	Sheridan Dodsworth Children's Services Manager - SEND	Policy Review
Lincolnshire Learning Partnership (LLP) Strategic Plan and Impact Evaluation, including: ➤ *educational policy updates and impact in Lincolnshire's schools;* ➤ *school improvement, including support for maintained schools and academies;* ➤ *small rural schools;* ➤ *monitoring the changing position and how the Local Authority is fulfilling its responsibilities;* ➤ *relationship with academies and Regional Schools Commissioner; and* ➤ *overview of academies and maintained schools.*	Sue Williams Children's Service Manager – Education Strategy	Policy Review
Corporate Parenting Sub-Group Update *(20 September 2018 minutes)*	Cllr David Brailsford, Chairman of the Sub Group	Member Report

30 November 2018		
Item	**Contributor**	**Purpose**
Prevent and the Implications for Children and Young People	Nicole Hilton, Community Assets and Resilience Commissioning Manager	Policy Development
Significant Place Planning and the Process for School Reorganisation	Matthew Clayton, Admissions and Education Provision Manager	Policy Review
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Update *(18 October 2018 minutes)*	Cllr Sarah Dodds, Chairman of the Sub-Group	Member Report
Theme Performance: Quarter 2	Sally Savage, Chief Commissioning Officer – Children's	Performance Scrutiny

Items to be programmed

- Home to School Transport Policy – Grammar School Transport (*The outcome of the scrutiny review in 2016 on Grammar School Transport was to reconsider the current policy in two years' time.*)
- Elements of Safeguarding Children and Social Care Work

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE

Work since January 2018

Since the last report of this Committee to the Board on 25 January 2018, one further meeting of the Public Protection and Communities Scrutiny Committee has taken place. The key issues that the Committee has considered are:

Engagement Strategy

Following the consideration of potential future options for the Engagement Strategy in December 2017 and a workshop open to all elected members which took place on Tuesday 9 January 2018, the Committee considered a pre-decision item at the March 2018 meeting.

The Committee endorsed the approach of the Council developing effective working practices to involve officers, members and the voluntary sector to effectively manage community resources in the future. The final Engagement Strategy was approved by Full Council on 11 May 2018.

Going forward, the Committee agreed to consider an annual review of consultation and engagement activity, to monitor how engagement can help the Council to effectively engage people and be better informed to improve service provision.

Citizens Advice Lincolnshire

In March 2018 the Committee considered a pre-decision item on Citizens Advice Lincolnshire. The Committee welcomed the funding that had been secured to continue to support the key work undertaken by the Citizens Advice Bureau (CAB).

The Committee noted some concerns from members in relation to the proposed changes and sought assurance that the support provided to residents would still be achieved. It was confirmed that in addition to the core service, additional support would continue to be provided by other organisations.

The Committee endorsed the excellent work undertaken by Citizens Advice Lincolnshire and highlighted that CAB was a highly trusted organisation.

Blue Light Collaboration Progress Report

At the March 2018 meeting the Committee considered an update on the Blue Light Collaboration. The Blue Light Programme is the umbrella term given to a range of projects that enable collaborative working across the three emergency services in Lincolnshire.

In March 2017, key recommendations were agreed by the Executive including an agreement to enter into a Collaboration Agreement and enter into a works contract for the combined station at South Park.

The Committee considered the progress towards the development of Blue Light Collaboration and endorsed the continued progress on this key scheme.

Future Work Planned

Integrated Communities Strategy

The Government published the Integrated Communities Strategy Green Paper in March 2018 to set out a framework for building integrated communities. The Integrated Communities Strategy green paper invites views on the government's vision for building strong integrated communities where people – whatever their background – live, work, learn and socialise together, based on shared rights, responsibilities and opportunities.

The Committee plans to consider the Council's response to this consultation at the June 2018 meeting to input into a response which outlines the most effective ways to address integration challenges.

Safer Lincolnshire Partnership Priorities

Sitting as the Crime and Disorder Scrutiny Committee the Committee will review the revised Safer Lincolnshire Partnership Priorities at its meeting in June 2018. The Safer Lincolnshire Partnership (SLP) is the single multi-agency forum for addressing community safety issues across Lincolnshire.

Each priority brings together service providers, experts and local representatives in order to provide an efficient and effective response to those issues affecting Lincolnshire communities and individuals.

Following the review of the future priorities, the Committee aims to examine each area in more detail at future meetings. These areas include - Anti-social Behaviour, Domestic Abuse, Reducing Offending and Serious and Organised Crime.

Public Protection and Communities Scrutiny Committee Work Programme

12 JUNE 2018 – 10:00am		
Item	**Contributor**	**Purpose**
Quarter 4 Performance Report (1 January to 31 March 2018)	Nick Borrill, Chief Fire Officer, Chris Davison, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information
Fire Peer Challenge Action Plan	Nick Borrill, Chief Fire Officer	Update on progress Fire Peer Challenge action plan
Consultation & Engagement Activity Review	Nicole Hilton, Chief Community Engagement Officer; Bev Finnegan, Programme Manager, Community Engagement	A review of council wide consultation & engagement activity and how it helps the Council to effectively engage people and be better informed to improve service provision.
Fire and Rescue Wellbeing Strategy	Simon York, Area Manager; Debbie Yeates, Area Manager Corporate Support	To provide an overview of the new fire and rescue strategy to promote health and wellbeing within the workforce.
Integrated Communities Strategy	Nicole Hilton, Chief Community Engagement Officer, Paul Drury, Programme Officer	Consideration of the Integrated Communities Strategy Green Paper published by the government in March 2018.
Sitting as the Crime and Disorder Scrutiny Committee		
Safer Lincolnshire Partnership Priorities	Sara Barry, Safer Communities Manager	Consultation item on the future priorities for the Safer Lincolnshire Partnership.

24 JULY 2018 – 10:00am		
Item	**Contributor**	**Purpose**
Performance of the Library Services Contract – Year Two Review Report	Nicole Hilton, Chief Community Engagement Officer	Review of the second year performance and key performance indicators (KPI) for the Library Services Contract.
LFR Prevention and Protection Activities	Simon York, Area Manager	To provide an overview of the current activities undertaken to promote fire safety to the community and business.

24 JULY 2018 – 10:00am		
Item	**Contributor**	**Purpose**
Financial Inclusion	Nicole Hilton, Chief Community Engagement Officer; Bev Finnegan, Programme Manager, Community Engagement	Background on national documents and reports (including parliamentary / government), the financial inclusion challenges facing Lincolnshire, where we are within the local context, including key drivers, and priorities.
Supporting Volunteers	Nicole Hilton, Chief Community Engagement Officer; Bev Finnegan, Programme Manager, Community Engagement	An update on the range of volunteering roles, the policy and documents that enable effective management including outcomes and achievements of current grant funding to support volunteering.

11 SEPTEMBER 2018 – 10:00am		
Item	**Contributor**	**Purpose**
Quarter 1 Performance Report (1 April to 30 June 2018)	Nick Borrill, Chief Fire Officer, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information
Fire and Rescue – Retained Duty System (RDS) Review	Debbie Yeates, Area Manager Corporate Support	To provide an update on the implementation of the RDS review action plan.
Lincolnshire Registration, Celebratory and Coroners Services Update	Donna Sharp, County Services Manager (Registration & Celebratory Service and Coroners Service)	Update Report
Sitting as the Crime and Disorder Scrutiny Committee		
Safer Lincolnshire Partnership Priorities - Domestic Abuse	Sara Barry, Safer Communities Manager	Update on Domestic Abuse support, including the progress towards the revised Abuse Support Services Re-procurement.

23 OCTOBER 2018 – 10:00am		
Item	**Contributor**	**Purpose**
Annual Prevent Review Report	Nicole Hilton, Chief Community Engagement Officer, Paul Drury, Programme Officer - Prevent	The Lincolnshire Annual report on Prevent related activities in relation to local authority responsibilities.
Road Safety Partnership Annual Report	Steven Batchelor, Lincolnshire Road Safety Partnership	Annual update on the Road Safety Partnership including information on fatal, killed and serious injury figures for Lincolnshire.
Trading Standards Priorities	Sara Barry, Safer Communities Manager	Review of the identified service priorities for the Trading Standards service in Lincolnshire.
Future Model of the Heritage Service Update	Nicole Hilton, Chief Community Engagement Officer	Pre-decision / Executive Cllr Decision for approval to go to Consultation.

11 DECEMBER 2018 – 10:00am		
Item	**Contributor**	**Purpose**
Emergency Medical Response co-responding	TBC, Brigade Manager Response and Corporate Support	To provide an update on the medical response activities delivered by Lincolnshire Fire and Rescue.
Sitting as the Crime and Disorder Scrutiny Committee		
Serious and Organised Crime	Sara Barry, Safer Communities Manager	Review of work being undertaken as part of the Safer Lincolnshire Partnership to tackle Serious and Organised Crime.

Items to be Programmed

- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services Report (proposed October 2018)
- Safer Lincolnshire Partnership Priorities – Anti-social Behaviour
- Safer Lincolnshire Partnership Priorities – Reducing Offending

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Lincolnshire
COUNTY COUNCIL
Working for a better future

Policy and Scrutiny

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

Report to:	**Overview and Scrutiny Management Board**
Date:	**24 May 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

<u>OVERVIEW AND SCRUTINY MANAGEMENT BOARD</u>

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**

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
Overview and Scrutiny Work Programmes • Children and Young People Scrutiny Committee • Public Protection and Communities Scrutiny Committee	Cllr Robert Foulkes Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

28 June 2018		
Item	**Contributor**	**Purpose**
Corporate Support Services – Re-provision: Payroll Progress Report	Andrew McLean, Chief Commissioning Officer	Policy Development
Commercialisation and Commissioning Strategies	Sophie Reeve, Chief Commercial Officer	Pre-Decision Scrutiny (Executive decision on 3 July 2018)
Review of Financial Performance 2017/18	David Forbes, County Finance Officer	Budget Scrutiny / Pre-Decision Scrutiny (Executive decision on 3 July 2018)

28 June 2018		
Item	**Contributor**	**Purpose**
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 • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee • Flood and Water Management Scrutiny Committee	Cllr Barry Dobson Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes Chairman of Highways and Transport Scrutiny Committee Cllr Bob Adams Chairman of the Flood and Water Management Scrutiny Committee	Performance Scrutiny

30 August 2018		
Item	**Contributor**	**Purpose**
2018/19 Council Business Plan Quarter 1	Jasmine Sodhi, Performance and Equalities Manager	Pre-Decision Scrutiny (Executive decision on 4 September 2018)
Performance of the Corporate Support Services Contract	Sophie Reeve, Chief Commercial Officer Arnd Hobohm, Corporate Support Services Contract Manager	Performance Scrutiny
Corporate Support Services – Re-provision: IT Progress Report	Andrew McLean, Chief Commissioning Officer	Policy Development
Employee Survey Outcomes	Fiona Thompson, Service Manager – People Management	Performance Scrutiny

30 August 2018		
Item	**Contributor**	**Purpose**
Overview and Scrutiny Work Programmes • Adults and Community Wellbeing Scrutiny Committee • Health Scrutiny Committee	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

27 September 2018		
Item	**Contributor**	**Purpose**
Corporate Support Services – Re-provision: IT, Customer Service Centre, Exchequer Services, Adult Care Finance, People Management	Sophie Reeve, Chief Commercial Officer Andrew McLean, Chief Commissioning Officer	Pre-Decision Scrutiny (Executive decision on 2 October 2018)
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 • 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
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 • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee	Cllr Barry Dobson 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)
Overview and Scrutiny Work Programmes • Adults and Community Wellbeing Scrutiny Committee • Health Scrutiny Committee	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

29 November 2018		
Item	**Contributor**	**Purpose**
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 • 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 16 May 2018)

Current Reviews

Next topics agreed are:

- Transitions from Children's Services to Adult Services
- Roundabout Sponsorship

Scrutiny Panel A	Membership	Completion Date
	Councillors L Wootten (Chairman), S Dodds (Vice Chairman)	

Scrutiny Panel B	Membership	Completion Date
	Councillors Mrs A Newton (Chairman), A H Turner (Vice Chairman)	

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 16 May 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	Councillors B Adams; M D Boles; C J T H Brewis; A Bridges; Mrs J Brockway; S R Dodds; S P Roe and M A Whittington
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 S Macey, C J T H Brewis, R J Kendrick, and M A Whittington; and District Councillor P Gleeson
Health Scrutiny Committee for Lincolnshire	STP Operational Efficiency (*)	Councillors C S Macey, C J T H Brewis and M A Whittington
Health Scrutiny Committee for Lincolnshire	United Lincolnshire Hospitals Financial Special Measures (*)	Councillors C S Macey, C J T H Brewis, M A Whittington and District Councillors P Gleeson and Mrs R Kaberry-Brown

(*) – On 16 May 2018, the Health Scrutiny Committee is due to consider a proposal to merge the STP Operational Efficiency and United Lincolnshire Hospitals Financial Special Measures Working Groups

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Lincolnshire
COUNTY COUNCIL
Working for a better future

FORWARD PLAN OF KEY DECISIONS FROM 01 JUNE 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
I015652 New!	Healthwatch Local Procurement	Open	Executive Councillor: NHS Liaison, Community Engagement Between 1 Jun 2018 and 7 Jun 2018	Adults and Community Wellbeing Scrutiny Committee	Report	Programme Manager - Strategy and Performance Tel: 01522 554017 Email: david.stacey@lincolnshire.gov.uk	All Divisions
I015755 New!	Commercialisation and Commissioning Strategies	Open	Executive 5 Jun 2018	Overview and Scrutiny Management Board	Report	Strategic Commercial and Performance Manager Tel: 01522 552120 Email: george.spiteri@lincolnshire.gov.uk	All Divisions
I015757 New!	A15 Bunkers Hill	Open	Executive Councillor: Resources and Communications Executive Councillor: Highways, Transport and IT Between 11 Jun 2018 and 15 Jun 2018	Highways officers for the Bunkers Hill, Lincoln area; Executive Councillor for Highways, Transport and IT; Highways and Transport Scrutiny Committee	Report	Project Lead Tel: 01522 555586 Email: charlotte.hughes@lincolnshire.gov.uk	St Giles

FORWARD PLAN OF KEY DECISIONS FROM 01 JUNE 2018

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I015756 New!	Middle Rasen Flood Prevention Scheme	Open	Executive Councillor: Economy and Place Between 11 Jun 2018 and 15 Jun 2018	Highways Officers for the Middle Rasen area; Middle Rasen Parish Council; local member; Executive Councillors and Support Councillors for Economy and Place and Commercial and Environmental Management; and the Environment and Economy Scrutiny Committee	Report	Project Leader Tel: 01522 555586 Email: charlotte.hughes@lincolnshire.gov.uk	Market Rasen Wolds
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

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I015718 New!	Looked After Children and Care Leavers Strategy	Open	Executive 3 Jul 2018	Looked After Children and Care Leavers; Corporate Parenting Sub Group; Children and Young People Scrutiny Committee; eight elected councillors; senior officers of Lincolnshire County Council; Lincolnshire Safeguarding Children Board agencies; and district councils	Report	Corporate Parenting Manager Tel: 01522 553916 Email: andrew.morris@lincolnshire.gov.uk	All Divisions
I015772 New!	Highways Infrastructure Asset Management Plan	Open	Executive Councillor: Highways, Transport and IT Between 18 Jul 2018 and 23 Jul 2018	Highways and Transport Scrutiny Committee	Report	Policy and Strategic Asset Manager Tel: 01522 782070 Email: vincent.VanDoninck@lincolnshire.gov.uk	
I015179	Revenue and Capital Budget Monitoring Report 2018/19	Open	Executive 2 Oct 2018	Overview and Scrutiny Management Board	Report	County Finance Officer tel: 01522 553642 e-mail: david.forbes@lincolnshire.gov.uk	All Divisions

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I015623	Building Communities of Specialist Provision: A Collaborative Strategy for Children and Young People with Specialist Educational Needs and Disabilities (SEND) in Lincolnshire	Open	Executive 6 Nov 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

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I013959	Future Model of the Heritage Service	Open	Executive 18 Dec 2018	Public Protection and Communities Scrutiny Committee	Report	Chief Community Engagement Officer Tel: 01522 553831 Email: nicole.hilton@lincolnshire.gov.uk	All Divisions
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

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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 *(Libraries, Heritage, Culture, Registration and Coroners Service, Fire and Rescue and Emergency Planning)*
Councillor B Young	Community Safety and People Management *(Crime Reduction, Trading Standards, Equality and Diversity People Management and Legal)*

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