



## OVERVIEW AND SCRUTINY MANAGEMENT BOARD 29 MARCH 2018

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

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

### **Added Members**

Church Representatives: Mr S C Rudman.

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

Officers in attendance:-

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

### 85 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

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

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

### 86 DECLARATION OF MEMBERS' INTERESTS

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

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

### **RESOLVED**

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

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

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

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

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

It had been suggested to move the Board's meeting on 26 July 2018 to 30 August 2018 to allow the Quarter 1 2018/19 Performance Report to be considered prior to the meeting of the Executive on 4 September 2018. Members had indicated by email that they would be pleased to move this meeting to accommodate this particular report.

**RESOLVED**

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

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

**89      CONSIDERATION OF CALL-INS**

No Call-Ins had been received.

**90      CONSIDERATION OF COUNCILLOR CALLS FOR ACTION**

No Councillor Calls for Action had been received.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **RESOLVED**

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

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

92      EMPLOYEE SURVEY 2017 - RESULTS REPORT

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

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

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

During discussion, the following points were noted:-

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

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

### RESOLVED

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

## 93 CURRENT AND FUTURE SCRUTINY REVIEWS

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

### Current Reviews

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

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

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

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

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

#### Future Review Topics

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

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

During discussion, the following points were noted:-

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

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

#### RESOLVED

1. That the report be noted;

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2. That a working group to carry on the work so far undertaken by Scrutiny Panel A in relation to the scrutiny review entitled "Future IT Provision to Support Council Working Practices" be established; and
3. That "Roundabout Sponsorship" and "Transitions" be progressed as the next two scrutiny reviews.

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

#### **94      SCRUTINY COMMITTEE WORK PROGRAMMES**

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

##### Environment and Economy Scrutiny Committee

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

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

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

##### Highways and Transport Scrutiny Committee

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

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



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

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

The Chairman thanked Councillors Bridges and Brookes for the updates.

**RESOLVED**

That the work programmes be noted.

**95      OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME**

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

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

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

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

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

**RESOLVED**

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

The meeting closed at 1.22 pm

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