



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

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

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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.

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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

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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.

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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;

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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

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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;

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- 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.

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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

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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 Committee'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)

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OVERVIEW AND SCRUTINY MANAGEMENT BOARD

26 APRIL 2018

RESOLVED

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

The meeting closed at 1.08 pm