



OVERVIEW AND SCRUTINY MANAGEMENT BOARD 24 MAY 2018

PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)

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

Added Members

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

Councillors: M A Whittington and B Young 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), Jane Sickerdich (Head of Projects and Programmes, Serco), Daniel Steel (Scrutiny Officer), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and John Wickens (Head of IMT)

1 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor Mrs K Cook and Added Member Mrs P J Barnett.

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

2 DECLARATIONS OF MEMBERS' INTERESTS

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

3 MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT BOARD HELD ON 26 APRIL 2018

RESOLVED

That the minutes of the previous meeting, held on 26 April 2018, be agreed as a correct record and signed by the Chairman.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
24 MAY 2018****4 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLOR
FOR RESOURCES AND COMMUNICATIONS AND CHIEF OFFICERS**

The Chairman addressed the Executive at its meeting on 1 May 2018 in relation to the Corporate Support Services Re-provision and highlighted that a number of concerns had been raised by the Board in relation to the payroll proposals. The Executive did not support the recommendation of the Board to receive a further report on the due diligence process in relation to the payroll system and governance arrangements before entering into a shared service arrangement with Herefordshire County Council. However, a report on the due diligence process would be presented to the Board at its meeting in June.

Members of the Board confirmed that they had been invited to attend an IMT Engagement Session on Thursday 28 June 2018 at 3.00pm. The Chairman urged all Members to attend.

There were no announcements from the Executive Councillor for Community Safety and People Management, Executive Support Councillor for Resources and Communications or Chief Officers.

5 CONSIDERATION OF CALL-INS

No Call-Ins had been received.

6 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

No Councillor Calls for Action had been received.

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

Consideration was given to a report by the Chief Commercial Officer which provided an update of Serco's performance against contractual Key Performance Indicators specified in the Corporate Support Services Contract between February 2018 and April 2018.

The report also provided an update on the progress made on key IMT-related transformation and transactional projects being undertaken by Serco and included a list of 20 suggested priority projects and a proposed reporting format.

Sophie Reeve (Chief Commercial Officer), Arnd Hobohm (Contract Support Services Manager), John Wickens (Head of IMT), Mark Bennett (Partnership Director, Serco) and Jane Sickerdich (Head of Projects and Programmes, Serco) were in attendance for this item.

Following the Board's approval at its meeting on 29 March 2018, the format of the report had been condensed into a more succinct format. At that meeting, a proposed list of the top twenty priority IMT projects together with a narrative of the rationale

behind those projects was requested. Members also asked that the full list of projects be presented in order to review and verify the key priorities.

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

Performance

Table 1 within the report provided an overall summary of the Key Performance Indicators (KPIs) of service delivery over the period October 2017 to April 2018. Table 2 showed that no KPIs failed to meet the Minimum Service Level during that period, however Table 3 showed that four KPIs failed to meet the Target Service Level in February and March 2018. Table 3 on the addendum report indicated that two KPIs had not met the Target Service Level in April 2018.

Table 5 showed the number of abatement points which the Serco Corporate Support Services Contract had attracted each month since the start of the contract.

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

- IMT_KPI_02 and IMT_KPI_05 failed to meet the Target Service Level in April 2018 due to an outage of the Avaya telephony system. It was explained that this outage had been a priority one incident which was not resolved within the agreed resolution timeframe. There were different views as to whether the equipment was obsolete. If it was obsolete Serco's obligations would be less. It was explained that as Serco and LCC had different views on the obligations for this particular KPI, this was to be resolved through escalating the issue through the contract's governance arrangements;
- The contractual time allowed to rectify any faults on the telephone system was two hours but, on this occasion, it took slightly longer than four hours which meant the service level agreement was not met. The outage affected the ability to open an outside line which also impacted on the gateway services of the council, however the 'fix' for the root cause identified was complex and would take a number of months to complete; and
- It was acknowledged that platforms can have issues but that these were often rectified within the agreed timeframe.

Top Twenty Priority IMT Projects in progress with Serco (Appendix A)

John Wickens (Head of IMT) introduced this section of the report and explained that internal processes were being updated to ensure that this report could be prepared on a continual basis. It was acknowledged that the Glossary on page 29 of the agenda pack would need to be expanded.

The suggested priority projects were presented to the Board with the intent that these would form the basis for future reporting. It was envisaged that the projects were reported through to completion and that these would only be replaced once a project had been completed or cancelled.

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

- In relation to IMT-251 (Lincoln Campus Distribution Network), it was explained that there was a considerable amount of work to be done in order to update the system. The Board was advised that this was referred to as a 'technical debt';
- The completion of national programmes from government funds, such as Broadband UK was key to the ability of local authorities to upgrade citizen facing services online. Government was now becoming more proactive in protecting the '.gov.uk' brand;
- Congratulations to both LCC and Serco IMT was noted for their involvement in ensuring the project for Sleaford Fire Station (IMT-221) which was completed both on time and to specification;
- All areas of the council were impacted by IT services and the cost involved to provide the appropriate level of document storage was highlighted and the key issues faced in this area;
- Online and telephone booking and payment systems were mentioned and it was explained that these requirements were included within the channel shift programme. The option was there, technically, to enable this provision, however these systems were owned by the individual business areas and could not be implemented without authorisation, therefore short notice work was in flight to ensure the continuation of services whilst the future of the Channel Shift programme was being resolved;
- It was noted that the system changes within Children's Services had been positive and that the new hardware worked well to link Mosaic with Windows 10 to the benefit of field workers in that service;
- The suggestion of future Artificial Intelligence and the implications of various algorithms within school admissions was raised and asked as to who would decide if a child was to be accepted into a school, i.e. would it be a human or a programme;
- Concern was raised in relation to highways and the ability to report issues online. It was reported that the current platform relied on a mapping system which was community developed. That map had been withdrawn due to the new GDPR rules. It was confirmed that an exception order had been placed to secure 'Fix My Street Pro', in consultation with the Portfolio Holder for IT and Highways, to ensure residents were able to report issues;
- Should an urgent project come to light, it was noted that having funds available for that project would be an incentive for Serco to find the resources to support the project. An example of this was the completion of Lancaster House where a number of small projects were required to ensure the completion of the overall project;
- Representatives of Serco confirmed that there was some capacity for additional projects at the current time and that work was ongoing with LCC IMT colleagues to ensure that capacity remained;
- The Board indicated that the report format, as presented, was suitable but that an internal project sponsor be added should there be any queries from Members;

- It was suggested to add the original target cost of the project and the forecasted costs to the report;
- Members requested that the number of 'TBC' under expected delivery of outcome be reduced going forward and to include an anticipated timeline.

Overview of the Strategic Transformation Projects being delivered by Serco (Appendix B)

The table showed the outcomes being delivered for the Council in terms of the Transformation Projects which Serco included in its Tender, each of which may have required the delivery of one or more projects. Individual projects were managed through the technical and project delivery boards, the view of which was intended to show the impact on the Council's services.

It was not intended to present this appendix in future reports and this was agreed by the Board.

All IMT Projects in progress with Serco (Appendix C)

The table represented all projects assigned to the categories of Lifecycle Management and New Capability as at 1 May 2018. This table also included all those projects identified as the top 20 priority projects and was intended to give the Board the opportunity to consider any projects which may need to be prioritised further.

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

- It was explained that application servers were virtual/digital rather than physical hardware;
- One Member highlighted the issues relating to REM-IMT-299 (Securing SAP Legacy Data) and explained that this should be considered with some urgency due to the possibility of the authority being fined by The Pensions Regulator for data breaches. It was explained the severity of this issue had been a recent discovery but that this would be looked at again as the issue had not been considered by IMT as a priority before as the business impacts of the platform had not been realised;
- It was explained that IMT_012 Biz Talk had been on hold due to the Agresso project but that this had now recommenced;
- It was agreed to consider the projects again in August and to agree which projects should move into the Top 20 priority list in place of any completed projects.

RESOLVED

1. That the shortened format of the main body of the report, together with the enhanced IMT project reporting, be accepted;
2. That the performance of the Corporate Support Services Contract and related projects be noted; and
3. That the Top 20 priority IMT projects, noted in Appendix A, be agreed;

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4. That the format of the top 20 priority projects, as shown in Appendix A, be agreed.

8 SCRUTINY COMMITTEE WORK PROGRAMMES

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

Children and Young People Scrutiny Committee

Councillor R L Foulkes, Chairman of the Children and Young People Scrutiny Committee, introduced the work programme and highlighted the following items which had been considered by the Committee since the last report to the Board on 25 January 2018:-

- Building Communities of Specialist Provision for Children and Young People with Special Education Needs and Disabilities;
- Inclusive Lincolnshire Strategy; and
- Post 16 Transport Policy Statement 2018-2019

Councillor Foulkes continued by highlighting to the Board the following items which would be considered by the Committee in the coming months:-

- Ofsted Inspection
Lincolnshire Children's Services had hosted a visit from Ofsted between 10th and 18th April 2018 and the focus had been on permanency planning and achieving permanence for children in care. The outcomes of the visit would be considered by the Committee at its meeting on 8 June 2018. Ofsted had found that leaders were ambitious for children in care and that they continued to prioritise resources in order to support social work. A small number of areas had been highlighted which could be further strengthened;
- Lincolnshire Secure Unit
The Lincolnshire Secure Unit (LSU), based in Sleaford, had worked with the Youth Justice Board and the Ministry of Justice since 2002 to provide secure accommodation for young people on both a remand and sentenced basis. The Committee would consider a report in June regarding a bid to the Ministry of Justice for a new contract to provide secure accommodation facilities from the LSU. A further report would be considered on 20 July 2018 in relation to increased capacity at the LSU for welfare secure beds through capital development; and
- Building Communities of Specialist Provision for Children and Young People with Special Educational Needs and Disabilities
The SEND review had looked at how all the Special Schools in Lincolnshire could supply provision for all types of Special Educational Needs and Disabilities across the county. This review was expected to lead to children with Special Education Needs and Disabilities attending a school near to their home thereby reducing journey times to and from school. It was expected that the final outcomes from the review would be presented to the Committee at its meeting on 19 October 2018.

During discussion, the following points were noted:-

- The Ofsted summary indicated that the electronic recording system for children's social care was slow with documents difficult to locate. It was explained that this was due to the Mosaic system. This would be raised by the Committee on 8 June and a referral made to the Head of IMT. It was advised that the Mosaic interface needed to be improved; and
- It was reported that the Working Group on Permanent Inclusions had received a number of volunteers to sit on that group. There was a wealth of experience amongst the members, including teachers and younger Councillors.

At 12.05pm, Councillor C E H Marfleet left the meeting and did not return.

Public Protection and Communities Scrutiny Committee

Councillor N H Pepper, Chairman of the Public Protection and Communities 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 25 January 2018:-

- Engagement Strategy;
- Citizens Advice Lincolnshire; and
- Blue Light Collaboration Progress Report.

Future work planned by the Committee for consideration included:-

- Integrated Communities Strategy; and
- Safer Lincolnshire Partnership Priorities.

There were no comments or questions from the Board on the work programme for Public Protection and Communities Scrutiny Committee.

The Chairman thanked Councillors Foulkes and Pepper for the updates.

RESOLVED

That the work programmes and updates in relation to the Children and Young People Scrutiny Committee and the Public Protection and Communities Scrutiny Committee be noted.

9 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 there were no additions or amendments to the work programme included within the agenda pack.

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The Board was reminded that an IMT Engagement Session had been arranged for 3.00pm on Thursday 28th June 2018. The time had been set to allow the Board to have lunch after the meeting due to the number of items on agenda. However, officers would be able to bring the workshop forward should the meeting close earlier than expected. All members were encouraged to attend.

RESOLVED

That the Overview and Scrutiny Management Board Work Programme, as presented, be agreed.

The meeting closed at 12.20 pm