

Agenda Item 6

EXECUTIVE DECISION – 4 MAY 2022

OPTIONS FOR THE FUTURE DELIVERY OF IMT SERVICES

COMMENTS FROM THE OVERVIEW AND SCRUTINY MANAGEMENT BOARD

At its meeting on 28 April 2022, the Overview and Scrutiny Management Board considered the report and unanimously agreed to support the recommendations to the Executive.

In response to questions from members of the Board, the following points were confirmed:

- Good governance was important to ensure effective use of money and avoid duplicating the purchase of cloud services by different departments, to manage data under GDPR and other mandatory requirements that come with a gov.uk namespace, and for working in a technical environment. There was a history of individual departments purchasing a cloud service that they required, which then created issues when the IMT team wanted to buy that service for wider use across the Council and had to obtain authority to administer that service. This was happening less now, but there were still some incidences of this occurring. The Board acknowledged that this could still be a risk when there was commissioning work being undertaken in different departments and recognised that the Council aimed to have this centralised. The Board requested that a report be brought back to a future meeting on this issue before the Service Integration and Management (SlaM) service was fully developed.
- A full options appraisal for the non IMT services currently being delivered by Serco, namely HR Admin, Payroll, Exchequer, Adult Social Care Finance and the Customer Service Centre, would be considered by the Board at its meeting on 26 May and then the Executive on 7 June. The IMT options appraisal had been started before the other areas as it had been anticipated that this would involve more complex procurement and higher volumes of procurement. However, the market engagement had indicated that the IMT procurement would be less complex than initially anticipated.
- Cloud services were the only way forward for the Council to ensure it received the best security for its services. The large investments by bigger organisations in state of the art security meant that there would be quicker responses to any cyber attacks and the ability to detect and react to any problems more quickly than any individual organisation. Cloud systems had so far proven to be very resilient to cyber attacks.
- The modern desktop management (MDM) programme, which was in the process of being rolled out across the Council, would see device management move to cloud services. A later phase of the MDM programme would see a change in the agents which would check who was undertaking any actions on a device, whether the action looked risky, and would report back in real time to a security operations centre. This

information would then be analysed for any risks and instructions could then be sent back very quickly to the agents to stop it operating. The real time interaction of security systems and how they joined up provided a high level of assurance and the Council required this enterprise standard of security to resist the sort of attacks it would be subjected to.

- During the market analysis, there were multiple examples of organisations who could deliver more than one specialism which combined into the needs for device management, support desk and device security, or build subcontracts into the big technical vendors who tend not to deal directly with organisations like the Council. There was a homogenisation of the market into key technical organisations such as Google, Amazon and Microsoft.
- The Council had now moved all its services into Microsoft Azure hosting, and these host environments were identical for millions of subscribers due to being global scale systems. The only uniqueness to these environments was where the Council was operating separate bits of software and doing precise pieces of configuration.
- The procurement exercise would be designed to enable the Council to create a range of options and procure specialisms independently if that would be in the best interest for the Council.
- It was anticipated that there would be around three or four providers in the future. Having more providers would involve more management around governance and assuring their performance. Future levers on the performance of the providers could include expanding on the current service level agreements and key performance indicators as there would be additional capability to analyse more data from cloud services. It was expected that the measurements for performance would improve.
- The SlaM service would make it appear to the Council that there was only one process in place. This was a well established practice which was also used elsewhere.
- The IMT service would contract considerably and look very different in five years time, as it would become more about configuration programming and building business solutions rather than physical engineering. The Council had already started to work in this way and had used SlaM techniques with Serco to make significant improvements over the last few years.
- There was reasonable confidence that recruitment could be supplemented by using consultancy services when necessary. The main concern was recruiting to the technical specialisms, although this issue would reduce over time as there would be less need for high end technical engineers as these people would be working for the cloud services. The only high end technical engineers that would be required in the future would be for access networks and wireless networks as the big infrastructures would be deconstructed over the coming years.
- New senior management capability would be created in the IMT team to oversee the inhouse SlaM service. These could potentially be recruited from existing staff who were working on the account but employed by Serco. There was currently some competition for these skills, but the Council already had contractors working for the

IMT team with these skills. There were still people wanting to work for the public sector despite the pay being lower than in the private sector. It was recognised that recruitment could be a challenge but it was not seen as a substantial risk factor.

- The Executive Councillor for People Management, Legal and Corporate Property highlighted that there were tools which could be put in place to improve recruitment. This included short term payments, packages including company cars and relocation packages. The benefits of living and working in Lincolnshire, such as home working and lower housing costs, were also promoted to help attract the best people to the Council.
- Contractors would be able to recruit staff based on their own pay and conditions, and could therefore pay the going rate for different positions.

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Agenda Item 7

EXECUTIVE DECISION – 4 MAY 2022

COMMISSIONING ARRANGEMENTS FOR THE HOLIDAY ACTIVITIES AND FOOD (HAF) PROGRAMME

COMMENTS FROM THE CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

At its meeting on 22 April 2022, the Children and Young People Scrutiny Committee considered the report and unanimously agreed to support the recommendations to the Executive.

In response to questions raised by the Committee, the following points were confirmed:

- The HAF programme had to be delivered in line with strict guidance from the Department for Education which meant it had to be focused on children entitled to benefits related free school meals. The Council would not be able to prioritise a provider for a grant because they offered to provide sessions for all children due to the strict guidance and the eligibility criteria. However, it was recognised that for some providers who offer chargeable services, this might restrict their ability to become involved in the HAF programme and the Council was keen to ensure a wide range of providers were taking part. As a result, these providers were being approached to highlight how they could still deliver their sessions but offer a number of free places to children who would be eligible for the HAF programme.
- By holding the HAF sessions in schools, the overheads would be less than some of the private venues, which was an important consideration when there was a limit on the level of funding for each place in order to make the programme viable. In addition, schools were considered a good venue as a lot of families like to go to their local school as it was a familiar environment. When sessions for the Christmas and Easter programmes had been hosted at a school, trips had been arranged to take children for days out to different places to enrich their experiences.
- The grant funding given to the Council was based on the number of eligible children entitled to free school meals and would be available to those children who attended a school in Lincolnshire.
- The Council was required to collect monitoring information and provide this back to the Department for Education. In addition, the Council had its own monitoring process which was established through the pilot programme and was being refined and expanded as the number of providers increased. Spot checks were being undertaken of providers to check the quality of the food and activities being undertaken, check the safeguarding policies and procedures in place, and that food allergies and cultural needs were being catered for. The assessment of the Easter HAF programme would be shared with the Committee. An invitation was extended

to members of the Committee to join officers on monitoring visits to see what HAF provision was being provided in their local communities.

- Hard to reach communities could be targeted due to the range of provision offered all over the County which meant that some provision could be offered really close to where they live. The open select list approach enabled the Council to bring in new providers each time it ran the HAF programme so it would be able to look at where there was a need to increase provision in a particular area. Schools were being informed of any planned HAF provision in the area for passing onto eligible families to encourage attendance and highlight the benefits of their child attending. Children's social care staff were also being informed of the HAF programme so that they could promote it to any eligible families they worked with.
- Not many schools were delivering HAF provision themselves, but some were allowing providers to use their premises. Work was being undertaken to get more schools on board and ensure providers were covering more schools.
- There was no specific target set by the Department for Education in terms of the percentage of eligible children reached. The £2.6m grant funding would not be enough to reach all of the nearly 30,000 eligible children. It was expected that between 10,000 and 15,000 children of the eligible cohort would be reached. However, not all eligible children were expected to take up the offer. As the HAF programme was operated during the school holidays, some families did not put their children into HAF sessions during the shorter Christmas and Easter breaks as they wanted to spend the time with their children. It was anticipated that the summer programme would be more popular due to the longer break. The Council reported to the Department for Education on the number of children who were involved in the HAF programme.
- Some of the funding could be used to cover transport costs to enable access to the HAF provision if it was not within walking or travelling distance.
- Alongside district councils, the Voluntary and Community Sector was fundamental for expanding the programme and providers were being made aware of the opportunity to take part through the Voluntary Sector Forum. In addition, the application process was being simplified to encourage more applications and longer-term funding was being offered so that providers could employ staff to deliver the provision.
- Any unspent grant funding would have to be returned to the Department for Education. The underspend in 2021 was due to the very short notice received to deliver the pilot and put arrangements in place. In addition, there was only around 5,000 places available for the Christmas programme due to a lack of providers offering to deliver the provision. Lessons had been learnt from the pilot and a mixed model approach of planning for targeted provision and allowing providers to spontaneously come forward was being pursued.
- There was a need to ensure that the provision was spread across the County and focused in the areas where it was needed the most. For the Easter HAF programme,

some bids were not accepted as there was already provision being offered in that area, whereas bids were accepted in areas of priority which were not already covered. The Easter HAF programme had been a hybrid model with some provision being delivered by providers, while some was delivered by Council staff, such as the Music Service and youth teams.

Members of the Committee agreed that all councillors needed a briefing on HAF provision in their areas so that they could better support residents and promote the service, which was felt to be underutilised. It was agreed that a briefing would be circulated to all councillors setting out what HAF provision would be offered in their local communities.

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Agenda Item 8

EXECUTIVE DECISION – 4 MAY 2022

AWARD TO RESELLER FOR PROVISION OF MICROSOFT SUBSCRIPTION AGREEMENT AND RELATED SERVICES

COMMENTS FROM THE OVERVIEW AND SCRUTINY MANAGEMENT BOARD

At its meeting on 28 April 2022, the Overview and Scrutiny Management Board considered the report and unanimously agreed to support the recommendations to the Executive.

In response to questions from members of the Board, the following points were confirmed:

- The 2022/23 Microsoft Subscription order could not be continued through the existing contract as the Microsoft 365 'E5' Ramp offer had consumed the headroom in the original contract decision meaning the total value being spent under the existing contract awarded via the CCS RM6194 BOS framework would be exceeded and the procurement would be non-compliant with the framework.
- The 'E5' Ramp offer had been procured quickly through the original award as part of the Council's Covid-19 working from home response package. There had been an opportunity to obtain a discount for three years at the outbreak of the Covid-19 pandemic which was taken by the Council. This discount was soon after removed from the market and was currently no longer available. The Council did not want to lose the last year of the discount rate which was of some considerable value to the Council.
- The proposed one year contract would provide a compliant way to enable the Council to retain the benefit of the last year of the Ramp discount and not breach the headroom in the current contract, and to allow all the contracts required this year to become coterminous with the greater bulk of the Council's Microsoft contracts moving forward, which would enable the Council to seek a better deal in 2023. It was estimated that this had protected a saving of approximately £150,000.

The Board acknowledged that 'doing nothing' was not an option and welcomed the savings that had been made.

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EXECUTIVE

4 MAY 2022

LINCOLNSHIRE MINERALS AND WASTE LOCAL PLAN: ISSUES AND OPTIONS FOR UPDATING THE PLAN

COMMENTS FROM THE ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE

On 12 April 2022, the Environment and Economy Scrutiny Committee considered a report in relation to the Lincolnshire Minerals and Waste Local Plan: Issues and Options for Updating the Plan and unanimously supported the Recommendations to the Executive.

The following points were highlighted:

- Members noted that whilst the documents would be subject to public consultation, it was important that local views be given proper consideration. In this respect, it was pointed out that for a recent application for mineral extraction near Ancaster, the public and parish councils had raised concerns about dust, vibration and lorry movements but they felt these had not been taken into account. Officers advised that the Issues and Options document emphasised key aspects of national policy. This would help manage expectations as the updated plan would need to be in conformity with national policy to be sound and legally compliant.
- Members advised that the adopted plan had been effective and commended its usefulness as a tool to the planning system. The updating of the plan was welcomed with a complete, open and transparent analysis of new site allocations.
- Members questioned whether inert waste was needed for the infilling of former mineral workings given that such workings should be restored swiftly. Officers advised that this matter would be given careful consideration.
- Members enquired about how a new quarry affecting the water table around a neighbouring wildlife area would be assessed; and questioned whether industrial development such as cement factories should always be allowed near quarries as they could have significant impacts. Officers explained that impacts on the environment and amenity were covered primarily by the Development Management Policies of the plan rather than the Core Policies, but that these are linked to the Core Policies. Therefore, neither new mineral workings nor industrial development where the impacts could not be mitigated to acceptable levels would accord with the existing Core Policies.
- Members noted that the spatial strategy seeks to locate waste management facilities in and around the main urban areas in line with the proximity principle but pointed out that smaller settlements also produce waste so needed recycling facilities. Officers advised that the adopted plan includes a policy for small scale waste development outside the main urban areas.

- Members thanked Officers for a comprehensive report and a detailed introduction and presentation of options.