

**OVERVIEW AND SCRUTINY  
MANAGEMENT BOARD  
27 JULY 2017**

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

Councillors L A Cawrey (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

Parent Governor Representatives: Dr E van der Zee

Councillors: R G Davies, M J Hill OBE, Mrs C L Perraton-Williams, M A Whittington and B Young attended the meeting as observers

Officers in attendance:-

Paul Briddock (Partnership Director for SERCO), Justin Brown (Commissioner for Economic Growth), Simon Evans (Health Scrutiny Officer), Tracy Johnson (Senior Scrutiny Officer), Sophie Reeve (Chief Commercial Officer), Daniel Steel (Scrutiny Officer), Fiona Thompson (Service Manager - People), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and Catherine Wilman (Democratic Services Officer)

**13 APOLOGIES FOR ABSENCE/REPLACEMENT COUNCILLORS**

Apologies were received from Added Members Mrs P Barnett and Mr P Thompson.

**14 DECLARATIONS OF MEMBERS' INTERESTS**

No interests were declared.

**15 MINUTES OF THE MEETING HELD ON 29 JUNE 2017**

**RESOLVED**

That the minutes of the meeting held on 29 June 2017 be approved by the Board and signed by the Chairman as a correct record.

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FOR RESOURCES AND COMMUNICATIONS AND CHIEF OPERATING  
OFFICER**

The Chairman informed the Board that Mr P Thompson, the Church of England representative had resigned from the Board and would be replaced by Rev Sue Evans who was a member of the Diocesan Board of Education. Rev Evans was unable to attend the meeting and had sent her apologies.

**17      CONSIDERATION OF CALL-INS**

No call-ins had been received.

**18      CONSIDERATION OF COUNCILLOR CALLS FOR ACTION**

No Councillor Calls for Action had been received.

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

The Board considered a report which provided an update of Serco's performance against contractual Key Performance Indicators (KPI) as specified in the Corporate Support Services Contract between January 2017 and May 2017. With the addition of a new KPI, the total number for SERCO was 41.

Performance up to and including December 2016 had been previously reported to the Value for Money Scrutiny Committee at its meeting held on 28 February 2017.

The Board was required to seek reassurance about the performance of the Corporate Support Services Contract and provide feedback and challenge as required.

At this point, an addendum to the report was circulated which showed the performance of the Corporate Support Service Contract up to and including June 2017. It was noted that the Overall KPI Performance Summary figures for June on the addendum were incorrect and should read 30 (instead of 29) for Target Service Level Achieved; and 2 (instead of 3) for Below Minimum Service Level.

The Officer reported that performance had been difficult for SERCO to manage and as a result, Service Credits had been applied totalling £2million since the beginning of the contract. The level of Service Credits would fall over time as the service stabilised.

The Board discussed some of the KPIs in detail and the following points were noted:

**Customer Service Centre (CSC)**

- It was highlighted that in May 2017, 17.53% of all calls to the CSC had been abandoned and 14.05% in the last month. Officers advised that abandoned calls could be due to a number of reasons, for example, the caller terminating

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and calling back the next day, which the figures did not identify. However, despite this, performance on this KPI was not as high as desired and both LCC and Serco had concerns;

- It was highlighted that 100% of safeguarding calls were answered;
- In relation to KPI 4 - *% of total calls that are abandoned calls*, this KPI had failed to be met and between January – April 2017, mitigation had been agreed, although no service credits had been taken. It was confirmed that this was during the period when Mosaic had been introduced which could have reflected on this particular KPI. Further information was requested by the board on how many calls had actually been abandoned and what the average call answering time was;
- The report claimed that Serco had sampled a percentage of calls for the April/May performance information and clarity was sought by Members on how the samples were decided. Officers confirmed that the quantity of sampling had been agreed at 30% as set out in the *Book of Measures*, and that 30% was chosen at random. The Board requested further information on how the sampling was done;
- Clarity was sought on the specialised staffing requirements in the Children's Hub of the CSC (which included safeguarding). Officers confirmed this was something which had been discussed within the service with a view to relaxing the rules around answering children's calls so that more operators could deal with them. There were currently 11 staff trained to deal with calls related to children's issues and this would increase once more people had received the training, which took approximately two to three months to complete;
- In response to a question regarding staff retention, it was confirmed that on one occasion, 6 out of the 11 trained children's operators were absent from work and the CSC was not allowed to transfer children's related calls to untrained operators;
- Officers reported that staff absence within the CSC was the highest it had ever been. Absences were both long term and short and extra staff from Serco's Birmingham office had to be drafted in. Serco had had difficulty retaining staff at the CSC, and the training requirements for new staff were lengthy;
- A typical call taken by the CSC would take around 7-8 minutes, with a further 7-8 minutes to enter details of the call into the system. Work with LCC was being done to try and improve this process. An operator was also able to call a person back at a mutually convenient time. Working from home was also possible in certain circumstances;
- A report by a third party, relied upon by Serco in order to meet a KPI was revealed to be faulty. It was confirmed by Officers that the third party in question was Avaya/Vodafone who provided telephony within the CSC. Serco was now rewriting the report and as a result, meeting the target (KPI 5 - *% of contacts referred to in KPI 1,2&3 responded to within the timescale per month*);
- The Chairman of a scrutiny committee reported that his committee had previously received statistics for calls received, relating to their subject matter and suggested that this be resumed. The Officer reported that CSC managers regularly met with all service leads within the Council to scrutinise the data

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from CSC calls related to their area. The Chief Commercial Officer would look at bringing something back to the Board along these lines;

- It was suggested whether there was a way of doing call backs to those on hold. The Officer agreed to look into whether this was possible.

#### People Management

- The performance for People Management in June 2017 had been the best performance so far for this category, and with only one KPI failure in May 2017, this area had shown improvement.

#### Information Management Technology (IMT)

- IMT had shown good performance in May 2017, meeting 10 of 12 KPIs, however, only 8 had been met in June;
- There was still room for improvement in IMT particularly as there were ongoing issues with the Service Desk. Serco had involved support from its Birmingham office to help with this.
- As part of the KPI review, all possible solutions were considered to improve performance, and if Serco was still struggling to meet targets, the Council would review the KPI.

#### Adult and Children's Services

- Following a question from the Committee, Officers confirmed that maintained schools could opt out of Serco HR and finance services, however they would have to manage their own accounts, which could be burdensome for a small school. So far 18 of 220 schools had withdrawn from Serco services.
- There was discussion regarding the provision of tablets for use by staff working in the field. Officers confirmed that Microsoft products were the least useful type of phone or tablet and that either an Android based system or an Apple product would more likely be chosen.

#### **RESOLVED**

1. That the Board be reassured regarding the performance of the Corporate Support Services Contract;
2. That the further information requested by the Board be brought to the meeting on 26 October 2017.

#### **20     TRADE UNION RECOGNITION OF THE ROYAL COLLEGE OF NURSING**

The Board considered a report concerning the Trade Union Recognition of the Royal College of Nursing which would be presented to the Executive on 5 September 2017. The views of the Board would be reported to the Executive.

Due to the transfer of Public Health service commissioning from NHS to Local Authorities for 0-19 year olds over recent years, in October 2017, 240 employees were due to be transferred from the NHS to Lincolnshire County Council employment. The two main Trade Unions who supported this staff group were Unison and the Royal College of Nursing (RCN), however the Royal College of Nursing was not recognised by the Council and has requested Trade Union Recognition by LCC.

During discussion of the report, the following comments were made:

- It was suggested that the unions should look into having learning representatives as these would be beneficial to staff and to the employer. There was a vast array of courses available to help staff which could be promoted through learning representatives.
- It was queried what the relationship was like between Unison and the Royal College of Nursing and whether the Council had negotiated with them before. It was confirmed that the Council had not negotiated with the RCN before, but engagement meetings had been taking place between the RCN and Unison in the NHS and the Executive Director of Children's Services. The Council's Unison officers were being engaged in preparation for the forthcoming consultation.

#### RESOLVED

1. That the Board unanimously support the recommendations to the Executive as set out in the report;
2. That the additional comments made be passed to the Executive for its consideration of this item.

#### 21 WORKING GROUP INTO THE UK'S EXIT FROM THE EUROPEAN UNION

The Board considered a report on the previously established Working Group to consider the impact of the UK's exit from the European Union on the County Council and on Lincolnshire more generally. The report recommended to the Board that the Group be re-established with a cross-council remit.

In the previous council term, the Working Group had met twice, and had undertaken a lot of work as a result. LCC had been very proactive in setting up the working group and were ahead of many other authorities.

Board members asked what the working group could achieve. The Officer explained that it would be difficult for the Council to have influence over the main Brexit negotiations, however keeping abreast of what was involved and the progress being made may enable the Group to have influence over issues which affected the county, in particular in relation to agriculture and Britain's food exports to Europe. Huge changes in funding were expected and the Group would be there to represent Lincolnshire at the table.

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Specific rules around procurement and data protection were expected which were important issues for Lincolnshire and its ever increasing population.

The Working Group would be established on a voluntary basis for those who were interested in the issues. It was suggested there should be a representative and a substitute from each committee on the Group. As the Constitution only allowed working groups to meet a maximum of three times, it was also proposed that the Board authorised the Working Group to meet more than three times so that it could continue to meet throughout the Brexit negotiation period.

There was discussion regarding the membership of the Group and it was agreed that the terms of reference state the Group be "politically inclusive" rather than politically balanced.

It was noted that Councillor Mrs M J Overton MBE did not currently sit on a scrutiny committee, and as the Vice Chair of the Local Government Association, she may be a helpful member of the Group.

**RESOLVED**

1. That the Working Group on the UK's exit from the European Union with a new membership consisting of one member from each Scrutiny Committee, and being politically inclusive be re-established;
2. That the Working Group on the UK's exit from the European Union be authorised to meet more than three times during the Brexit negotiation period;
3. That the Working Group on the UK's exit from the European Union report back to the Overview and Scrutiny Management Board after each meeting.

**22     SCRUTINY REVIEWS 2017/18**

Consideration was given to a report which invited the Board to agree topics for in-depth scrutiny reviews to be undertaken by the two Scrutiny Panels, taking into account the Prioritisation Toolkit.

It was reported that the Chairmen of the two Scrutiny Panels had met with the Chairman and Vice Chairman of the Overview and Scrutiny Management Board to discuss and identify two topics for the Panels.

It was proposed that Scrutiny Panel A would look at the impact of current IT provision on council working practices with particular reference to the potential for enhancing roles by means of updated IT provision. The review would consider ways of maximising the use of IT, what opportunities were available to communicate better and the costs involved.

Issues were raised that data protection and safeguarding could be seen as having a negative impact on the use of IT in the field. The Scrutiny Panel Chairman would include this comment in the Panel's remit.

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The impact of the new street lighting policy to turn street lights off in certain areas at midnight would be the topic for Scrutiny Panel B. The Chairman of the Highways and Transport Scrutiny Committee supported this, however it was noted that a full 12 months' worth of data would have been useful, however data could be factored in to the review as it became available.

As both subjects were cross-cutting across all Scrutiny Committees, it was agreed that both Panels should report back to the Board.

### RESOLVED

1. That a Scrutiny Review on the *impact of current IT provision on council working practices* be undertaken by Scrutiny Panel A;
2. That a Scrutiny Review on the *impact of the new Street Lighting Policy* be undertaken by Scrutiny Panel B;
3. That approval of the terms of reference for each scrutiny review be delegated to the Chairman and Vice Chairman of the Board.

## 23 OVERVIEW AND SCRUTINY WORK PROGRAMMES

The Board considered the work programmes for Adults and Community Wellbeing Scrutiny Committee and Health Scrutiny Committee for Lincolnshire (an updated replacement for which was circulated at the meeting).

### **Adults and Community Wellbeing Scrutiny Committee**

The Chairman of Adults and Community Wellbeing Scrutiny Committee, Councillor C E H Marfleet updated Members on the work being undertaken by the Committee and its plans for the coming year. The work programme was in part driven by topics following the national agenda, as well as including several pre-decision scrutiny items. The Committee was also seeking to hold meetings on a themed basis.

The Chairman referred to the financial position of Adult Social Care which had stabilised over recent years. The Committee continued to receive regular updates on the overall financial position of Adult Care and Community Wellbeing.

The January agenda would include an item on Mosaic and other IT items.

There were often issues which fell within both Adult and Community Wellbeing Scrutiny Committee's and the Health Scrutiny Committee for Lincolnshire's remits, and these items would be addressed by liaison between the respective Chairmen.

### **Health Scrutiny Committee for Lincolnshire**

There had been various updates to the Committee's work programme since the publication of the Board's agenda, and a new version of the work programme was circulated.

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The Chairman of Health Scrutiny Committee for Lincolnshire, Councillor C S Macey, highlighted three items which would be considered by the Committee in the coming months: -

#### Sustainability and Transformation Plan

A key question was when the local NHS was going to begin its consultations on the main elements of the STP, such as women's and children's services; and emergency and urgent care. The timing of the consultation was dependent on approvals from NHS England and this meant it was largely outside local control, but it was more likely to be towards the end of the calendar year than any earlier.

An update item had been scheduled on the STP at the October meeting. The Committee will be seeking information at this meeting on the developments since the STP was last considered by the Committee in January of this year.

The terminology had evolved as STP was now also being used to mean a 'Sustainability and Transformation Partnership'. In effect each Sustainability and Transformation Plan area was being viewed as a 'partnership'. This usage was confirmed by an announcement by the Secretary of State for Health on 19 July 2017 of £325 million of capital to support 15 out of the 44 Sustainability and Transformation Partnerships. (Lincolnshire STP had not been included in this round of funding).

#### Lincoln Walk-in-Centre

On 19 July 2017, the Committee considered the Lincoln Walk-in-Centre and agreed that it did not support the proposals from Lincolnshire West CCG to close the service. If the CCG went ahead with the closure, they had indicated the walk-in-centre would close "during the autumn". The Committee was not convinced that the CCG would put in place alternative provision prior to this intended closure time. The Committee also believed that the proposed closure would lead to an increase in attendances at Lincoln County A&E. There were also some concerns with the consultation process, such as the availability of information and the financial rationale.

The Committee's Working Group was due to meet on 1 August, where it would draft a response.

#### Commissioning of Ambulance Services

The Committee was considering an item on the commissioning arrangements for emergency ambulance services in the East Midlands in September. A total of 22 Clinical Commissioning Groups had responsibility for commissioning services from the East Midlands Ambulance Service, with Hardwick CCG (in Derbyshire) undertaking the lead role across the region. Within Lincolnshire, Lincolnshire West CCG acted as the lead commissioner. The purpose of this item was to develop an understanding of the commissioning arrangements and how commissioning decisions were made.



In addition to the commissioners, the Committee would also have EMAS attending to present a separate item on their response to the CQC report, and providing an introduction to the national ambulance response programme, which introduces significant changes to ambulance performance measures.

During a discussion about the Health Scrutiny Committee for Lincolnshire's work programme, the following points were noted:

- 25 GPs had been recruited for the Lincolnshire area through a national scheme. The Chairman did not know how many GPs were needed to meet Lincolnshire's shortfall, and as a result, it was not clear what impact 25 extra GPs would have;
- With regard to the potential closure of the Walk-In Centre in Lincoln, Councillor Macey confirmed that Dr S Hindocha of the Lincolnshire West CCG had indicated that alternative provision was in place, however the Chairman of the Health Scrutiny Committee confirmed the view of the Committee that more information was needed on the alternatives in the event of the closure;
- There were surgeries in Lincolnshire who would happily take on extra GPs on a part time basis, however anecdotal evidence had suggested that the insurance, required by each GP, was too expensive to make this viable for them. Plans for a medical school as part of the University of Lincoln were highly significant as it was stated that some medical staff were not attracted to Lincolnshire because it did not have a teaching hospital;
- East Midlands Ambulance Service was aware that ambulance crews including paramedics were delayed unnecessarily at hospitals, waiting to handover patients and if the crews were released sooner, they could be answering other 999 calls. The issue had been a recurrent theme for the Health Scrutiny Committee and would be considered again.

#### RESOLVED

1. That the Overview and Scrutiny Management Board be satisfied with the content of the work programmes of:
  - The Adults and Community Wellbeing Scrutiny Committee; and
  - The Health Scrutiny Committee for Lincolnshire.
2. That no suggestions on the content of the work programmes of the two committees listed above be put forward by the Board.

#### 24 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

Consideration was given to the Board's own work programme and it was reported that there were no changes to the programme published in the report.

It was further reported that the Chairmen of the Children and Young People Scrutiny Committee and the Public Protection and Communities Scrutiny Committee would be updating the board on the work of their committees at the next meeting on 28 September 2017.

There was a discussion regarding substitutions at Board meetings which were encouraged to ensure continuity. Any information which was required in advance for a substitute could be sought from the Chairman or officers.

**RESOLVED**

That the Board's work programme as set out in Appendix A to the report be reviewed and agreed.

The meeting closed at 12.55 pm