



County Offices
Newland
Lincoln
LN1 1YL

21 October 2020

In accordance with the powers granted by the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 this will be a virtual meeting.

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 29 October 2020 at 10.00 am as a Virtual - Online Meeting via Microsoft Teams** for the transaction of the business set out on the attached Agenda.

Access to the meeting is as follows:

Members of the Overview and Scrutiny Management Board and officers of the County Council supporting the meeting will access the meeting via Microsoft Teams.

Members of the public and the press may access the meeting via the following link: <https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=553&MId=5578&Ver=4> where a live feed will be made available on the day of the meeting.

Yours sincerely

A handwritten signature in black ink that reads 'Debbie Barnes'.

Debbie Barnes OBE
Chief Executive

Membership of the Overview and Scrutiny Management Board (11 Members of the Council and 3 Added Members)

Councillors R B Parker (Chairman), R Wootten (Vice-Chairman), B Adams, Mrs W Bowkett, Mrs J Brockway, R J Kendrick, C S Macey, C E H Marfleet, Mrs A M Newton, N H Pepper and E W Strengiel

Added Members

Church Representative: Reverend P A Johnson

Parent Governor Representatives: Mrs M R Machin and Miss A E I Sayer

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA
THURSDAY, 29 OCTOBER 2020**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Interest	
3	Minutes of the meeting held on 24 September 2020	5 - 12
4	Announcements by the Chairman, Executive Councillors and Chief Officers	
5	Consideration of Call-Ins	
6	Consideration of Councillor Calls for Action	
7	Covid-19 Recovery Update <i>(To receive a report from Dan Quinn, Assistant Director – Corporate recovery, which provides an overview of the partnership approach and governance arrangements to manage Lincolnshire's recovery from the Covid-19 pandemic)</i>	13 - 20
8	Transformation Programme Overview <i>(To receive a report from Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance and Clare Rowley - Head of Transformation, which invites the Board to consider the Transformation Programme which is being presented to the Executive on 3 November 2020. The views of the Board will be reported to the Executive as part of its consideration of this item)</i>	21 - 54
9	Smarter Working Programme Update <i>(To consider a report from Karen Cassar, Assistant Director – Highways and Kevin Kendall, Assistant Director – Corporate Property, which invites the Board to consider a Smarter Working Programme which is being presented to the Executive on 3 November 2020. The views of the Board will be reported to the Executive as part of its consideration of this item)</i>	55 - 68
10	Performance of the Corporate Support Services Contract <i>(To receive a report from Sophie Reeve, Assistant Director – Commercial and Arnd Hobohm, Serco Contract Manager, on the Performance of the Corporate Support Services Contract)</i>	69 - 76
ITEMS FOR INFORMATION ONLY		
11	Overview and Scrutiny Management Board Work Programme <i>(To receive a report which enables the Board to note the content of its work programme for the coming year)</i>	77 - 84

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Please note: for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting

- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details set out above.

All papers for council meetings are available on:

<https://www.lincolnshire.gov.uk/council-business/search-committee-records>



**OVERVIEW AND SCRUTINY
MANAGEMENT BOARD
24 SEPTEMBER 2020**

PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)

Councillors R Wootten (Vice-Chairman), B Adams, Mrs W Bowkett, Mrs J Brockway, R J Kendrick, C S Macey, C E H Marfleet, Mrs A M Newton, N H Pepper and E W Strengiel

Added Members

Parent Governor Representatives: Mrs M R Machin and Miss A E I Sayer

Councillors: R D Butroid, B Young, M A Whittington and L A Cawrey attended the meeting as observers

Officers in attendance:-

Debbie Barnes OBE (Chief Executive), James Drury (Executive Director Commercial), Donna Fryer (Head of Portfolio and Resources, IMT), John Giblin (Communications) (Strategic Communications Team Leader), Nick Harrison (Democratic Services Officer), Caroline Jackson (Interim Head of Corporate Performance), Tracy Johnson (Senior Scrutiny Officer), Sue Maycock (Head of Finance (Corporate)), Lucy Shevill (Strategic HR Business Partner), Jasmine Sodhi (Performance and Equalities Manager), Fiona Thompson (Head of Human Resources), Karen Tonge (Treasury Manager), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and John Wickens (Assistant Director, IMT)

28 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

There were no apologies for absence.

29 DECLARATIONS OF INTEREST

There were no declarations of interest.

30 MINUTES OF THE MEETING HELD ON 27 AUGUST 2020

RESOLVED:

That the minutes of the meeting held on 27 August 2020 be approved as a correct record and signed by the Chairman.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
24 SEPTEMBER 2020****31 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS
AND CHIEF OFFICERS**

The Chairman reported that he had attended a meeting of the Executive on the 2 September 2020, and presented the comments from the Board on the Revenue and Capital Budget Monitoring reports. In relation to the capital budget monitoring report, he had raised the point about whether there was any further scope to limit overspending on highways schemes through improvements to the forecasting of the cost of capital programme projects. In response, it was highlighted that work was in hand to manage pressures to match the profiling and smooth the capital financing costs.

It has been agreed by Group Leaders that Scrutiny Panel A, chaired by Councillor L Wootten, would undertake an urgent short review of Developer Contributions. The review would start in October and it was anticipated that it would be completed by Christmas. Once completed, the Board would receive the outcome of the scrutiny review.

The Chief Executive reported that Lincolnshire had a relatively low number of Covid-19 cases compared to other areas, however there were signs of a recent increase. No areas of the County were currently in lockdown. Following recent announcements by the Government the Council was working with District Councils on the new Test and Trace Payments. Work was also underway with Lincoln University to ensure the safe return of students to the campus. County Council staff would continue to work from home wherever possible.

32 CONSIDERATION OF CALL-INS

None had been received.

33 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

None had been received.

34 CORPORATE PLAN PERFORMANCE FRAMEWORK

Consideration was given to a report from the Performance and Equalities Manager, on the Corporate Plan Performance Framework, which was due to be presented to the Executive on 6 October 2020. The views of the Board would be reported to the Executive as part of its consideration of this item. Performance reporting would commence against the framework and replace the Council Business Plan performance reporting.

The Framework contained performance indicators and key activities, against which performance/progress would be reported in order to demonstrate whether the Council was achieving the four ambitions for Lincolnshire as set out in the Corporate Plan. The four ambitions were: high aspirations; the opportunity to enjoy life to the full; thriving environments and good-value council services. Services had been asked to

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
24 SEPTEMBER 2020**

provide key milestones over the next 18 months (September 2020 – March 2022) for each activity.

Performance would be reported by exception, and include, those performance indicators:- that had not achieved the target; where the target had been achieved but the direction of travel was of concern; where the target had been met and services wanted to celebrate success. An explanation of the performance and steps necessary to improve performance would be included in the report. The report outlined how performance would be reported to scrutiny committees.

Members discussed the report, and during discussion, the following points were noted:

- In relation to paragraph 1.2.2, the service areas would have to report the Tier 2 performance indicators to the relevant scrutiny committees. The service areas had the option to report Tier 1 performance indicators to the scrutiny committees, such as to provide context, but Tier 1 would normally only be reported to the Overview and Scrutiny Management Board and the Executive to avoid duplication with the scrutiny committees.
- All service areas across the Council were provided with the opportunity to contribute to the criteria for each of the four ambitions contained in Tier 1. The Corporate Leadership Team then identified which criteria to include in Tier 1 of the Performance Framework. There was a need for pragmatism when selecting the criteria as to which ones already had data captured through existing performance indicators, and capturing data for new ones. In addition, there were a number of 'business as usual' activities taking place across the Council which were not captured in the framework as the focus was on any development work for taking the Council forward.
- As this was only the first year of the Performance Framework and it was a 'work in progress', the criteria would be reviewed regularly and be refined and improved upon as and when necessary.
- A number of the criteria in the 'support high aspirations' ambition, such as the achievement levels at Key Stage 2, Key Stage 4 and Key Stage 5, would only be reported annually. There was a need to look at ways of monitoring this ambition quarterly in a way that showed current performance.

RESOLVED:

1. That the Board unanimously support the recommendations to the Executive, as set out in the report;
2. That a summary of the above comments be passed on to the Executive as part of its consideration of this item.

**35 PERFORMANCE REPORTING AGAINST THE COUNCIL BUSINESS
PLAN 2019/2020 - QUARTER 4**

Consideration was given to a report from the Performance and Equalities Manager, which invited the Board to consider the 2019/2020 Council Business Plan Quarter 4 (Q4) performance which was being presented to the Executive on 6 October 2020

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and the Council Business Plan performance indicators that fell within the remit of the Board. The views of the Board would be reported to the Executive as part of its consideration of this item.

The Council Business Plan 2019/2020 had been approved by Council on 22 February 2019. The report provided highlights of Q4 performance. Of the 17 commissioning strategies reported in Q4:- 9 had performed really well (all measures reported this quarter achieved the target); 4 performed well (all but 1 measure reported this quarter achieved the target); and 3 had mixed performance (some measures achieved and some measures did not achieve the target this quarter); 1 did not achieve any of the targets.

The 17 commissioning strategies included 60 measures that could be compared with a target this quarter. 78% (47) achieved the target. 13 measures did not meet the target (compared with 11 in Q3). Of these 13, the Covid-19 pandemic had had an impact on Q4 performance for the following five measures on which the report outlined further details:- unsafe products removed from the market; high risk premises inspected by Trading Standards; visits to core libraries and mobile library services; jobs created; amount of external funding attracted to Lincolnshire.

Members discussed the report, and during discussion, the following points were noted:

- Congratulations were extended by the Board on the Quarter 4 performance against the Council Business Plan 2019/20.
- Performance for the Percentage of alcohol users that left specialist treatment successfully (M31) – This was always difficult to achieve as it relied on the willingness of individuals to participate in the scheme and benefit from it. The measure was managed very closely in that contract and an option to consider could be that it was measured rather than compared to a target.
- Unsafe products removed from the market (M2) and High risk premises inspected by Trading Standards (M3) - It was suggested that there was now an opportunity to look at premises that were unsafe in a different way, such as overcrowding and people not observing social distancing and not wearing masks, during the Covid-19 pandemic.
- There were a number of performance indicators where information for Quarter 4 was not available. It was agreed that this missing information would be circulated to the Overview and Scrutiny Management Board once available.

RESOLVED:

1. That the Board unanimously support the recommendations to the Executive, as set out in the report;
2. That a summary of the above comments be passed on to the Executive as part of its consideration of this item.

36 FUTURE REPORTING OF IMT SERVICES

At the meeting of the Overview and Scrutiny Management Board on 2 July 2020, it had been agreed that the Chairman and Vice Chairman should meet with officers to discuss the requirements for future reporting of IMT to the Board. The result of this and subsequent discussions had now led to the Board being asked to consider a report from the Assistant Director - IMT, and Head of Portfolio and Resources - IMT on a retrospective review of the IMT Strategy 2019-2022. The report also provided an update on the progress made against key IMT related transformation and transactional projects being undertaken by Serco and other third party suppliers.

The Board was asked to: seek reassurance about the performance of the IMT service in delivering the IMT Strategy 2019-2022, and, the Key IMT- related projects being undertaken by Serco and other third party suppliers and provide feedback.

It was noted that since the last report to the Board in March 2020, the IMT service had been responding to requests from Lincolnshire County Council staff for support to deliver services throughout the ongoing Covid-19 pandemic. This had impacted some of the projects which were planned prior to the pandemic, but had demonstrated IMT's ability to react and respond to the ever changing working environment. The projects impacted by the redirection of resources for the pandemic were now being progressed again and project resourcing would be brought back on track over the coming weeks. Work would also commence on the production of a high level strategy document for Council approval in 2021.

Members discussed the report, and during discussion, the following points were noted:

- Members welcomed the comprehensive report and noted that IT support to councillors had improved and that Simon Firth from Serco was acknowledged as having made a significant contribution to that improvement.
- Going forward, full use of the IT currently available should be exploited.
- A review of business and departmental processes would be undertaken to ensure they were standardised and simplified where possible.
- Innovation had taken place as a result of new ways of working during the Covid – 19 pandemic, and some projects, like the introduction of Teams, had been introduced earlier than planned.
- The IT team had worked hard to fix 'the basics' and despite a significant workload, a number of projects had been delivered before the pandemic struck.
- Lessons had been learnt from the four-year delay in delivering the 2015 strategy. The causes of the delay had been as a result of commercial and strategic issues and the over reliance on one prime provider. A more pragmatic approach had been taken and specialist providers were now being utilised where advantageous.

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RESOLVED:

1. That the Board was satisfied with the reassurances given about:-
 - a. The performance of the IMT Service in delivering the IMT Strategy 2019-2022, and the performance of key projects;
 - b. The review the IMT Strategy 2019-2022 Retrospective Review and;
 - c. The review of the Key IMT-related projects being undertaken by Serco and other third party suppliers report.
2. That the comments made at the meeting on the reports as outlined above be noted.

37 HR MANAGEMENT INFORMATION AND WORKFORCE PLAN UPDATE REPORT

Consideration was given to a report from the Strategic HR Business Partner and Head of Human Resources, which provided an update on HR management information and corporate HR projects, on which the board were asked to seek assurance.

The report provided detailed information on the following matters: corporate workforce management information; staffing numbers; the use and cost of agency workers; voluntary turnover rates; leaver reasons; days lost due to sickness absence; reasons for sickness absence; equality data; the gender pay gap; the number of employees with disabilities; the number of employees from BAME backgrounds; management of employee relations cases; review of workforce policies and the apprentice strategy 2020-21.

(The meeting adjourned from 11.34 am to 11.40am due to a loss of IT connection for all those in attendance and loss of live audio streaming. The adjournment was used to ensure that public access to the live audio stream of the meeting was restored).

(Councillor R D Butroid left the meeting at this point).

Following the resumption of the meeting, members discussed the report, and, during discussion, the following points were noted:

- The Board requested further detail on the reasons for an increase in disciplinary cases within the Highways Department be sent to them following the meeting. It was thought that this was partly as a result of the Place Directorate implementing culture change initiatives.
- It was encouraging to note that 85% of those employees who had completed an exit questionnaire on leaving said they would work for LCC again.
- The agency spend under current provider contracts for 2019-2020 was £5,041,641 which showed a £560,000 increase in agency spend compared to 2018-2019. The recent actions undertaken to reduce the numbers of agency workers were noted. This had included the temporary redeployment of employees to cover priority demands, who had not been able to perform their normal duties during the Covid-19 pandemic, as well as offering employment contracts to some agency workers where there was an on-going need for the

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role. The use of agency workers for the Educational Psychology service continued, but with a plan to reduce this through partnership working.

- The strategic future direction of this service was being reviewed with the aim for any new arrangement to be in place by April 2021. Recent increases in agency usage had been for social workers in both Adult and Children's teams. The Corporate Leadership Team had requested further work to be undertaken on why there had been an increase in the use of agency staff, and for a plan to be developed to reduce the increase in spend on the areas mentioned above.
- There was some concern expressed that councillors had not been consulted about changes to the employment policy regarding staff appeals against dismissal. Currently a panel of councillors would consider an appeal. However, as a result of a change to streamline and speed up the process from January 2021 this role would now be undertaken by Directors and Assistant Directors. They would hear appeals except for dismissal appeals for Senior Managers. Additionally, LCC may consider convening an Elected Member appeals panel for all serious cases. It was noted that the changes had been discussed extensively including with the trade unions and been benchmarked with other local authorities. Only a very small number of cases went to appeal. Councillor B Young considered that, in view of the discussion, a report should be submitted to the Executive.
- It was noted that many staff had generally welcomed the move to homeworking during the Covid-19 pandemic, and that in future, it was expected that homeworking may continue based on the nature of the work and the individual circumstances of the employee.

RESOLVED:

1. The Board agrees that a report on changes to HR practices relating to councillor involvement in dismissal procedures be submitted by the Executive Councillor for Community Safety and People Management to the Executive;
2. The Information and Workforce Plan Update Report, and the comments outlined above, be noted.

38 TREASURY MANAGEMENT PERFORMANCE 2020/21 - QUARTER 1 TO 30 JUNE

Consideration was given to a report from the Treasury Manager, on the treasury management activities and performance for Quarter 1 of 2020/21 to 30 June 2020 compared to the Treasury Management Strategy and Annual Investment Strategy 2020/21. The Treasury Management Strategy and Annual Investment Strategy 2020/21 set out the framework for how the cash flow, borrowing and treasury investments of the Council were managed and the risks involved.

(Councillor C E H Marfleet gave his apologies for the remainder of the meeting)

There were no additional comments arising that were not included in the report, apart from an acknowledgement that the Covid-19 pandemic, continued low interest rates and Brexit were the main issues likely to impact on future performance.

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**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
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RESOLVED:

1. That the report be noted;
2. That comments as outlined above be passed onto the Executive Councillor for Resources and Communications.

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

Members were advised that this item was for information only and noted the report.

The meeting closed at 12.29 pm



Open Report on behalf of Andy Gutherson, Executive Director - Place and Senior Responsible Officer for Covid-19 Recovery

Report to:	Overview and Scrutiny Management Board
Date:	29 October 2020
Subject:	Covid-19 Recovery Update

Summary:

This report provides an overview of the partnership approach and governance arrangements to manage Lincolnshire's response to the Covid-19 pandemic.

The significant disruption created by Covid-19 has forced authorities and communities to change their behaviours and routine working practices, which although unsettling, has demonstrated what is achievable through collaborative working, and the Council and its strategic partners aim to ensure that such positive outcomes are maintained to help inform future service delivery to improve our services.

As well as serious implications for people's health and public services, Covid-19 is having a significant impact on the economy and the response / recovery approach will need to be considered against an uncertain economic backdrop. This issue is compounded by increases in demand in areas of service activity such as social care teams, wellbeing services, infection control etc.

Actions Required:

The Overview and Scrutiny Management Board (OSMB) is invited to:

- 1) Consider the report and provide feedback on the points raised.
- 2) Review and agree future reporting requirements into OSMB to monitor the progress of the Council's recovery.

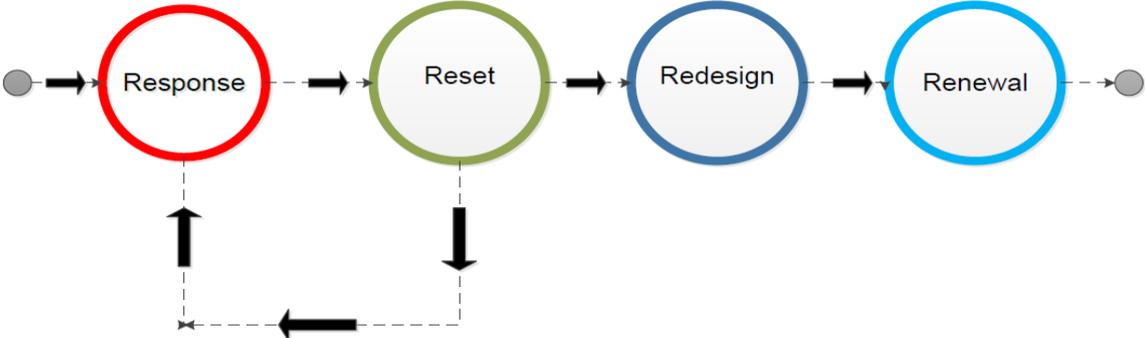
1. Background

At the Board meeting in August, consideration was given to a report which provided an overview of the partnership approach and governance arrangements to manage Lincolnshire's recovery from the Covid-19 pandemic.

Members were advised that as well as serious implications for people’s health and public services, Covid-19 had impacted on the economy and the recovery approach would need to be considered against an uncertain economic backdrop, which was compounded by an increase in demand in areas of service activity such as social care teams, wellbeing services and infection control.

OSMB requested that a further report be prepared for the October meeting and this report sets out the progress and activity of the Lincolnshire's Local Resilience Forum (LRF) since August, highlighting the challenges we face and the threat, risk and harm we must mitigate.

As discussed at the August meeting of the Board, recovery and response will overlap depending on the 'R' value. There will not be a clear separation between the response and recovery phases during this emergency.



However, since the meeting in August, we have seen a significant resurgence of the disease nationally and this has been reflected locally with an increase of infection within the communities in Lincolnshire.

As of the 19th October 2020 the figures for Lincolnshire are 4,945 Confirmed Cases, 813 cases in the last seven days. To date there have been 159 Covid-19 deaths in a hospital setting and 291 total Covid-19 deaths with nine deaths in the last seven days (updated at 16:00 Sunday 18th October). The total number of deaths are since the start of the pandemic, of people who had had a positive Covid-19 test result and died within 28 days of the first positive test.

179,754 Pillar 2¹ tests have been carried out to date in Lincolnshire. 11,661 tests have been carried out in the last seven days, up to and including 16th October.

The numbers highlighted above are low when compared to other areas within the East Midlands region or reviewed against a national context. However, these numbers are increasing and heading in the wrong direction. The LRF has taken steps to address concerns from across the partnership.

¹ Pillar 2 tests - those carried out through commercial laboratories predominantly from drive through, mobile and home testing, including care home residents and staff.

As identified within the recovery and renewal plan, if certain triggers were met, the command, control and coordination of the LRF would renew its focus on the response aspects of the emergency, with recovery running alongside. These are highlighted in the table below:

Triggers:

Stage 1	Early Indicator	Public Sector (sickness) Abstraction Test & Trace Hot Spots Impacts across country (Lincolnshire is running behind other areas)
Stage 2	Covid-19 Increasing	ULHT Patients with Covid-19 in the last 24 hours ULHT Patients admitted
Stage 3	Response	Increase in excess deaths
Stage 4		Lockdown
Stage 5	Recovery	Easing of social distancing measures

Throughout September we have seen spikes in these early indicators emerge with increasing sickness, positive test numbers and hospital admissions.

On the 24th September 2020, the decision was taken by LRF to move from recovery back to response phase of this emergency, with the reintroduction of SCG structure (Appendix A).

As before, the key to response and recovery continues to be a concerted effort from all partners and the public to maintain the ‘R’ value below 1.

The public health measures introduced to mitigate the transmission of Covid-19 include social distancing, Test & Trace and the wearing of PPE including face masks which continue to minimise the spread of infection and risk to life within Lincolnshire.

Government position

On the 12th October 2020, the UK Government announced a three tier approach to the country in an effort to reduce the levels of transmission in the community. Local COVID alert levels set out information for local authorities, residents and workers about what to do and how to manage the outbreak in their area. Local COVID alert levels are sometimes called ‘tiers’ or known as a ‘local lockdown’.

The government is committed to ensuring the right levels of intervention in the right places to manage outbreaks. Working with local authorities through the contain framework, their approach has been simplified so that there are now three local COVID alert levels. The three tiers are:

- Local COVID alert level: medium
- Local COVID alert level: high
- Local COVID alert level: very high

For further information on the measures that apply in medium, high and very high alert level areas please follow this link:

<https://www.gov.uk/guidance/local-covid-alert-levels-what-you-need-to-know>

Lincolnshire is currently at Local COVID alert level: medium and continues to follow the national guidance of:

- **Hands** – wash your hands regularly and for 20 seconds
- **Face** – wear a face covering in indoor settings where social distancing may be difficult, and where you will come into contact with people you do not normally meet
- **Space** – stay two metres apart from people you do not live with where possible, or one metre with extra precautions in place (such as wearing face coverings or increasing ventilation indoors)

Governance Arrangements

As mentioned previously, with the escalation of infection and subsequent change in approach (from recovery to response) has meant the way in which the LRF is managed has also changed.

The Recovery Coordination Group (RCG), chaired by the Executive Director of Place, Andy Gutherson, has transitioned back to the Strategic Coordination Group (SCG), chaired by Deputy Chief Constable Jason Harwin, to lead the response phase.

This means that governance for response activity now sits with the LRF, rather than the Lead Authority (Lincolnshire County Council). That said, Lincolnshire County Council (LCC) is a Category 1 Responder as per the Civil Contingencies Act 2004 and perform a critical role in supporting response activities across the County.

Elements of recovery activity will still continue, with the RCG still meeting on a monthly basis to ensure partners are supported in their medium / long term recovery plans. Work will continue against the comprehensive recovery and renewal plan which was approved by the RCG earlier this year.

Transition back into Response (Second Wave)

As part of Lincolnshire LRF's amended approach, a new response structure chart has been created. This includes the aspects of recovery which are still on-going.

LCC's Public Health Intelligence Cell is providing the daily updates on positive cases along with other useful statistics, whilst the Multi Agency Information Cell

(MAIC) is providing the longer range forecast of issues we are likely to face and comparison with other countries.

This intelligence/information is the foundation on which the Threats and Risks are determined and a revised Golden Thread – Action Plan is developed. All relevant documents can be found on Resilience Direct.

As part of on-going Covid-19 security measures most of the command support cells are operating remotely as well as the Tactical and Strategic meetings now being held via Microsoft Teams.

The LRF continues to identify the threat, risk and harm presented by the infection. With this improved understanding of the risk, a response plan has been approved by the SCG to inform how we support Covid-19 secure measures locally. This plan will be monitored and owned by the SCG, working closely with partners, government and voluntary/community groups to ensure the needs of communities are supported.

The LRF is working hard in identifying problems and vulnerabilities in our community, which may require priority attention and feeding them back to the relevant response cells, in addition to disseminating credible information and advice back to the community, supporting community cohesion and providing public reassurance.

The Strategic Coordination Group currently meets every Thursday afternoon for two hours which is replicated at the tactical level with the Tactical Coordination Group (TCG). The TCG meets on Monday afternoon and Thursday morning. These are the formal meetings of the LRF at present.

The continued priority for the LRF is to provide assurance over how front line services are provided in a way that continues to save and protect life. The strategy will ensure the strategic objectives of the partnership are met and that the threats and risks are effectively mitigated.

Strategic Objectives

As part of the on-going due diligence in delivering a successful response for Lincolnshire, the SCG frequently reviews its own governance. As the LRF has transitioned back in to response, the SCG has reviewed and rationalised the strategic objectives. These objectives offer further clarity of leadership and ensure a coordinated and cohesive approach from across the public, business and third sector across the county of Lincolnshire.

Overarching Aim

Lincolnshire Local Resilience Forum will seek to prevent and protect Lincolnshire's communities and visitors against the consequences of Coronavirus (Covid-19) in line with national objectives for the UK's approach to planning and responding to this pandemic.

Response (2) Objectives

Following the transition back to Response on 24th September 2020, the newly formed SCG with blended Recovery activity decided on the following Strategic Objectives.

1. To save and protect life.
2. Minimise the impact on the economic wellbeing of Lincolnshire.
3. Maintain and support the capability and capacity to mitigate the reasonable worst case Covid-19 scenario with a clear priority on protecting those identified as vulnerable.
4. To provide confidence to local communities, businesses and partners in our preparedness for response and recovery by ensuring effective mitigation of tensions and compliance.
5. Ensure proportionate, pragmatic and scalable command, control and co-ordination arrangements (reflecting national guidance and national alert levels) including on-going recovery activity.
6. Ensure all organisations have the capability, resources and flexibility to deal with the pandemic and other concurrent emergencies.
7. To maximise the wellbeing, including safety of our staff, partners and volunteers throughout the emergency.
8. Develop and deliver effective communications with partners, stakeholders and community including the sharing of lessons learned.

It will be a fine balance to continue to respond to the risks to health of Covid-19 and protect our communities, whilst responding to a wide range of challenges from across the county. A lot of uncertainty remains about the lifting of public health measures, and subsequent restrictions in the medium term. Protecting the public's health, and mitigating harm to our residents, families and vulnerable people will continue to be our priority.

2. Conclusion

The Council and its strategic partners have developed the appropriate governance arrangements to lead Lincolnshire's recovery from the impact of Covid-19, whilst ensuring arrangements can be flexed to respond to any future spikes in infection rates.

3. Consultation

a) Risks and Impact Analysis

A full risk register is maintained as part of the SCG.

An Impact Analysis is in place and is a live document which will be reviewed throughout the period of the response. This has been developed from the detailed impact assessment and action plan that has been agreed by the LRF.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Return to Response SCG Structure

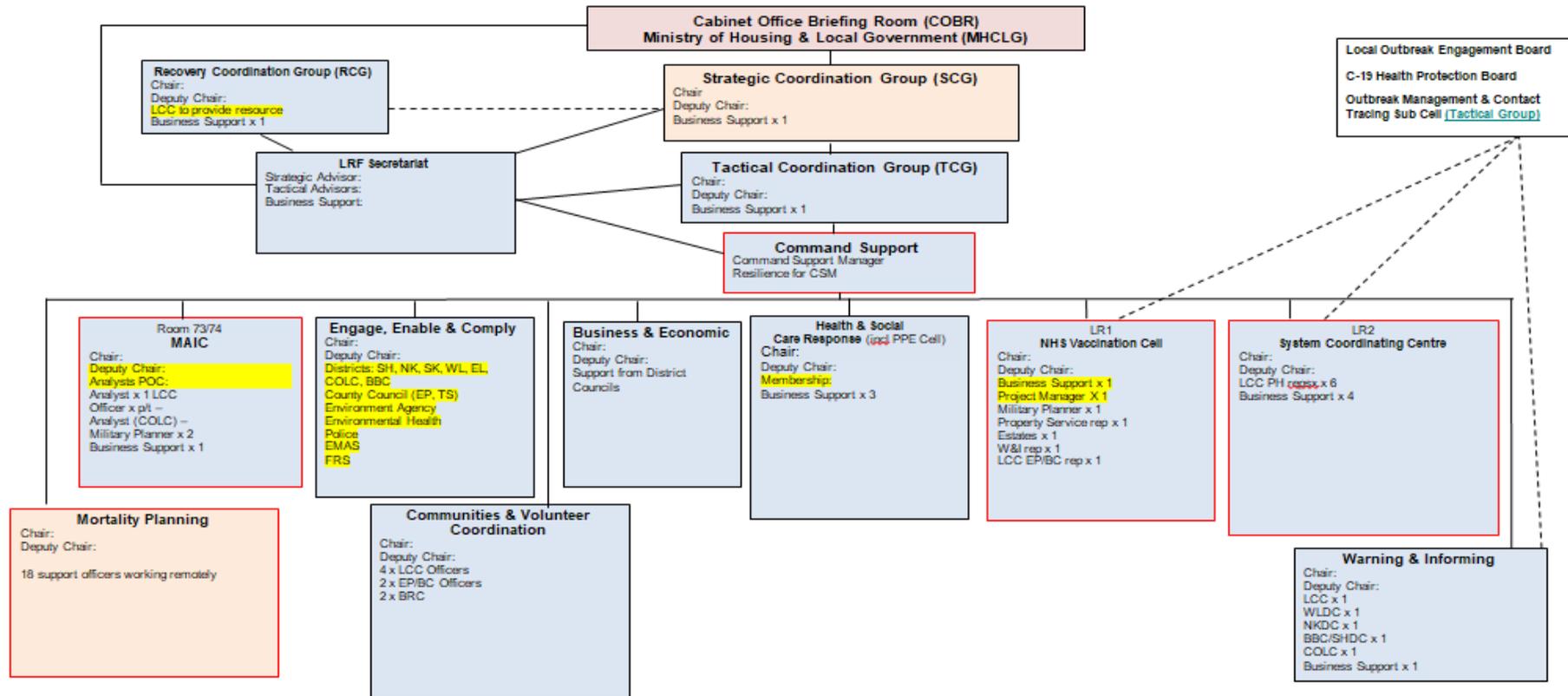
5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Dan Quinn, who can be contacted on 07799110529 or dan.quinn@lincoln.fire-uk.org

Appendix A

LINCS LRF COMMAND AND CONTROL STRUCTURE FOR RETURN TO RESPONSE PHASE with Resources





Open Report on behalf of James Drury, Executive Director - Commercial

Report to:	Overview and Scrutiny Management Board
Date:	29 October 2020
Subject:	Transformation Programme Overview

Summary:

This report invites the Overview and Scrutiny Management Board to consider a report on the Transformation Programme Overview, which will be presented to the Executive on 3 November 2020. The views of the Board will be reported to the Executive as part of its consideration of this item.

Actions Required:

The Overview and Scrutiny Management Board is invited to:-

- 1) consider the attached report and to determine whether the Board supports the recommendation(s) to the Executive as set out in the report.
- 2) agree any additional comments to be passed on to the Executive in relation to this item.

1. Background

The Executive is due to consider a report on the Transformation Programme Overview at its meeting on 3 November 2020.

2. Conclusion

Following consideration of the attached report to the Executive, the Board is requested to consider whether it supports the recommendation(s) in the report and whether it wishes to make any additional comments to the Executive. Comments from the Board will be reported to the Executive.

3. Consultation

a) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Report on Transformation Programme Overview to be presented to the Executive at its meeting on 3 November 2020

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Andrew McLean, who can be contacted on 07774 660917 or andrew.mclean@lincolnshire.gov.uk.

Open Report on behalf of James Drury, Executive Director - Commercial

Report to:	Executive
Date:	03 November 2020
Subject:	Transformation Programme Overview
Decision Reference:	I020960
Key decision?	No

Summary:

The Council has now developed its Corporate Plan which sets out the goals and ambitions the Council wishes to achieve for its residents over the coming years. It has been recognised that there is a need to focus and resource activity to deliver the Plan, driving innovation and efficiency that is best delivered through a corporate transformation programme, supported by change management and recognisable benefits realisation.

The transformation programme encompasses a number of wide-ranging projects that will positively impact upon our residents, communities, staff, businesses, visitors and other stakeholders engaged with the Council. The programme is organised into three overarching workstreams of *Our People*, *Our Communities* and *Our Processes*, each of which have a number of projects delivered within them, with enabling technology acting as a key driver throughout.

Dedicated funds of £10.790m have been identified to support the delivery of the programme and comprehensive governance arrangements are in place to oversee delivery.

Recommendation(s):

That the Executive supports the scope of the transformation programme, along with the approach recommended for running and managing the programme and provide feedback on any matters to support successful delivery.

Alternatives Considered:

For individual projects to be managed in isolation within individual directorates. This option was not recommended as it would provide no corporate oversight and assurance that the relevant governance is in place and that intended outcomes were consistently aligned to corporate priorities and were tracked to ensure they are realised.

Reasons for Recommendation:

A corporate transformation programme with allocated resources, dedicated capacity and robust governance will help ensure the Council is able to fulfil its vision and priorities as set out in the Corporate Plan, whilst bringing to life and driving our ambition for a 'One Council' approach.

A corporate programme will ensure key stakeholders, including staff, residents, councillors, and communities are engaged in the development of projects and there will be appropriate governance arrangements in place to provide assurance that intended benefits have been realised.

1. Background**Programme Overview**

The Council has now developed its Corporate Plan which sets out the goals and ambitions the Council wishes to achieve for its residents over the coming years, supported by a Success Framework to demonstrate the progression in achieving its vision. It has been recognised that there is a need to focus and resource activity to deliver the Plan, driving innovation and efficiency that is best delivered through a corporate transformation programme supported by change management and recognisable benefits realisation.

The transformation programme encompasses a number of wide-ranging projects that will positively impact upon our residents, communities, staff, businesses, visitors and other stakeholders engaged with the Council. The disruption created by Covid-19 has required the Council to consider its future operating model and prioritise a number of projects to ensure the Council is able to recover effectively from the pandemic.

The overall aims of the programme are to:

- Develop a strong vision, direction and identity.
- Put our customers at the heart of everything we do.
- Become an employer of choice.
- Be more flexible and agile in how we operate.
- Have leadership that is collaborative and empowering through a distributed leadership approach.
- Develop a culture that promotes ownership and accountability.

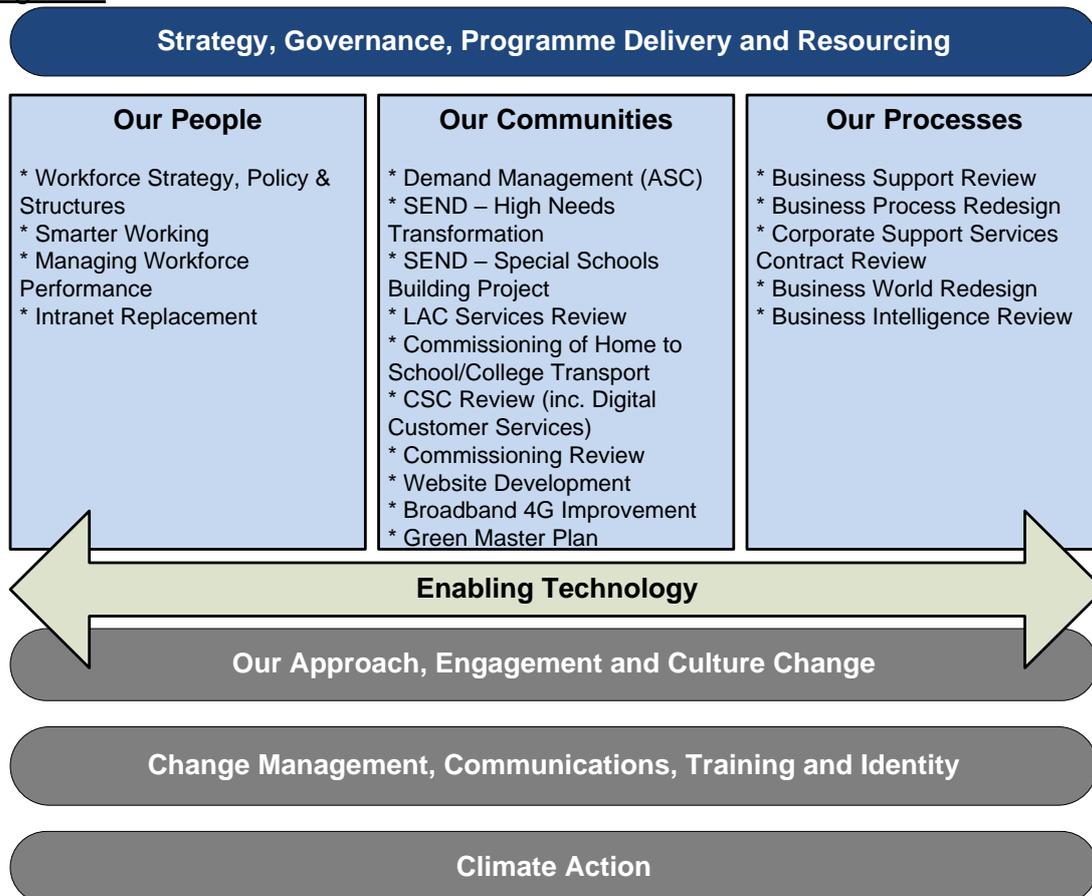
To support the overall aims, the programme will look to drive and enable the following objectives:

- Support and lead the “One Council” approach of collaborative and joined up working through standard practices.

- Enable greater collaboration across Lincolnshire.
- Improve access to services for customers through enhancements to existing contact centre services, web channels and digital technologies.
- Improve management oversight and decision making through data visualisation and business intelligence.
- Enhance the organisational culture at the Council through a joined up corporate workforce strategy.
- Implement and embed an updated approach to property considering new technologies, processes and ways of working.
- Create organisational capacity for supporting and driving change through process review, re-engineering, automation and innovation.
- Introduce and embed a corporate approach and methodology to be applied to all projects and programmes.
- Enable greater efficiencies and the ability to innovate across the organisation.

The programme is structured into the following delivery and supporting workstreams, set out at diagram 1 below.

Diagram1



The programme is organised into three overarching workstreams of *Our People*, *Our Communities* and *Our Processes*, each of which have a number of projects delivered within them, with enabling technology acting as a key driver throughout. A detailed overview of the objectives and deliverables for each of the workstreams and the projects currently being delivered can be found in Appendix 1.

The achievement of the programme is underpinned by supporting activity to enable staff and departments within the Council and partner organisations to be appropriately engaged and to ensure that the culture change required to successfully deliver the intended benefits is developed, implemented and tracked throughout the programme. A key focus will be to embed a collaborative 'One Council' culture and ensure that all staff and departments understand what this means and reflect the desired behaviours to make this a success.

To ensure there is the appropriate oversight and governance in place, a member of the Corporate Leadership Team (CLT) has been identified as a senior sponsor for each project and the following reporting and governance arrangements have been established:

- Weekly project progress updates to the project lead and CLT sponsor.
- Weekly project manager meetings to share information on each project, lessons learnt, progress etc. and to identify interdependencies.
- Regular project boards (minimum monthly) to drive the delivery of each project.
- Monthly Transformation Programme steering board which brings each project lead together, along with supporting corporate functions such as HR, Finance, Audit and Business Support to provide the strategic programme direction and programme level decision making.
- Monthly CLT governance meetings to report on progress, address issues, agree future priorities to come into the programme and to provide strategic decision making.
- Political Sounding Board to report on progress and providing political direction.
- Political reporting into required committees for progress monitoring, engagement and decision making as required.

Appendix 2 identifies the roles and functions of the individuals involved in the programme.

Programme Funding

Dedicated funds have been identified to support the delivery of the programme; this has been established through bringing together the following funding sources:

2019/20 underspend carry forward	£7.395m
<u>FDSS Contract Review & Business World reserve</u>	<u>£3.395m</u>
Total Transformation Programme Funding	£10.790m

Some of the projects managed within the programme are funded/part funded from alternative sources, including the Development Fund and Capital programme; this brings the total allocated funding across all projects to £38.660m. A detailed breakdown of each project and the forecast funding requirements can be found in Appendix 3.

Allocated funding is non-recurrent and agreement for areas of significant expenditure will require a business case for approval with CLT, prior to any formal decision making requirements in line with the Council's policies and procedures. Benefits to the Council will need to be identified and will be tracked and monitored to ensure they are realised to provide assurance that the Council has realised the intended benefits from its investment.

Current Position

Activity within the Transformation Programme has now started, with many projects now stood up and being delivered, however it is still very much in its infancy with detailed costs, benefits, timescales and outcomes being developed and refined as we start to shape our future target operating model. The Head of Transformation role has now been appointed to and commenced in the role on the 5 October 2020; this role will drive the successful delivery of the programme.

Communications have now begun with staff, with an overview of the programme shared during the September staff briefing sessions and regular email updates now in place to ensure staff are kept up to date with developments more generally, with specific targeted communication in place based on individual project requirements. To assist with the implementation and realisation of the changes that the programme will bring, we are looking to establish a network of change influencers to provide local assistance and guidance with technical developments and to support approaches to new ways of working.

Detailed project initiation documentation (PID) is being developed for each project which defines the project scope, management and overall success criteria that the project team can go back to during the project to ensure it remains on track and is achieving the intended goals. It contains the basic information of the project such as context, deliverables, benefits, team, and controls. In addition to this all PIDs are required to consider the implications of potential local government reorganisation, with lead officers required to ensure that portfolio holders and other councillors are kept informed and updated as appropriate.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.

- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.

Compliance with the duties in section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process.

An Equality Impact Analysis (EIA) is in place for the programme and will act as a live document throughout, and the conclusions drawn from it will be kept under review so that as issues arise any potential for differential impact can be mitigated wherever possible.

Across the range of projects there is potential for both positive and negative impacts on people with a protected characteristic. It is built into the project governance standards that individual projects will need to assess those impacts through the development of each EIA. The outcome of these will, in turn, inform the EIA for the programme as a whole.

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS) in coming to a decision.

There is not an immediate direct correlation between the Transformation Programme as a whole and the themes of the JSNA and JHWS; however, certain projects within the programme, such as the Business Intelligence review, Demand Management, SEND High Needs etc. will likely have a direct impact. Programme governance reporting into CLT and the Steering Board will ensure that relevant officers and departments are appropriately informed about project developments so that any impacts are identified and acted upon to support the achievement of the JSNA and JHWS.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

The Transformation Programme as a whole and the projects currently within it do not directly impact upon Crime and Disorder outcomes and outputs, however some of the projects will result in more efficient processes which should allow resources to be focussed on operational service delivery, including those aimed at reducing crime and disorder.

3. Conclusion

There are significant opportunities for the Council to optimise the way it delivers a number of its services and governing the delivery of these within a Transformation Programme will provide the required controls, oversight and assurance.

Overseeing the wide-range of activities as part of a programme will help identify synergies between projects, interdependencies and correlating impacts, which in turn will help remove duplication and support more efficiency practices.

The Council's effective response to the Covid pandemic has accelerated and focussed its ambition for change, specifically the opportunities for greater digitalisation and automation, which will assist the Council to proactively manage its future financial challenges and protect the services delivered to the residents of Lincolnshire.

4. Legal Comments:

The Report updates the Executive on the development of a programme for the governance and management of a range of projects.

No specific legal issues are raised by the programme itself. The legal issues relating to individual projects will be addressed at the project level.

The subject matter of the Report is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

The programme of work set out in this report is supported by earmarked reserves and capital programme that forms part of the existing budgets approved by the Council.

The report highlights that the programme is in its infancy. As projects are developed and benefits are determined, these will be incorporated into our budget setting process supporting the future financial position of the Council.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Overview and Scrutiny Management Board is due to consider the report on 29 October 2020. The Board's comments will be reported to the Executive.

d) Risks and Impact Analysis

A detailed Risks, Assumptions, Impacts and Dependencies (RAID) log has been produced for the programme as a whole and individual RAID logs are in place for each project. The risks identified have been reviewed alongside the Council's Assurance Lincolnshire audit service and are shared with steering board members each month for review and comment. A number of individual projects have also benefited from having one to one sessions with the Council's Principal Risk Officer to review identified risks and support their ongoing management.

7. Appendices

The following Appendices are attached to this Report:

Appendix	Name
Appendix 1	Workstream and Project Objectives
Appendix 2	Programme Roles/Functions
Appendix 3	Anticipated Costs and Benefits

8. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Andrew McLean, who can be contacted on 07774 660917 or andrew.mclean@lincolnshire.gov.uk.

Appendix One – Workstream and Project Objectives

Strategy, governance, programme delivery and resourcing

The objectives of this supporting activity and the overarching programme are to:

- Define and deliver the programme.
- Ensure alignment with the Corporate Plan.
- Ensure alignment of the programme with the IT Strategy and Digital Strategy.
- Define, identify and manage programme resources.
- Management of programme budget.

The deliverables of this workstream are to:

- Provide successful management and delivery of workstreams.
- Provide ownership and accountability for the programme workstreams at Executive Director level.
- Manage the programme governance process to support the delivery of the various workstreams.
- Deliver a Business Case and its ongoing management to monitor the validity of the programme.
- Deliver a programme plan and other associated programme collateral
- Deliver a programme resource profile, tracker and ongoing management and reporting.
- Deliver a programme budget tracker and ongoing management and reporting.
- Deliver programme reports and the reporting cycle.
- Undertake key stakeholder engagement.
- Set up, prepare for and undertake programme meetings and associated inputs and outputs.
- Manage stage gates, exceptions, and change control for the programme.
- Provide ongoing tracking of programme benefits, working to the Programme Sponsor.
- Complete programme closure activities including lessons learned.

Our People

The objectives of this workstream are to:

- Enable staff to be empowered to go the extra mile, to innovate, and collaborate to deliver great outcomes for the people and communities of Lincolnshire and to achieve the Council's vision and ambitions.
- Enable staff to live our values – Resourceful, Respectful, Reflective and Professional - to acquire the knowledge and behaviours we expect to see displayed in their everyday interactions with colleagues, partners, people and communities.
- Enable us to become an employer of choice to allow for the retention of the skills they already have whilst attracting talented new people.
- Promote a positive working environment by identifying how we live our values, creating diverse and effective teams, providing new ways of working that allow us to be as productive as possible using all the tools we have available.
- Develop a culture where employees can engage and shape future plans and are enabled to be collaborative and empowered to be innovative.
- Develop skills so that we can meet the needs of our communities for now and the future.
- Improving Human Resources (HR) systems and information to enable improved performance for the benefit of our customers and communities including the availability of self-serve and real time HR information.
- Ensure that the workforce is fit for purpose following any transformational change included in the scope of this programme.
- Enable an agile workforce via policies, terms and conditions etc.
- Enable an engaged and motivated workforce who maintains a positive work/life balance.
- Enable a diverse and inclusive working environment where individual's feel valued, respected and are proud to work for Lincolnshire County Council.
- Create an agile and flexible working culture by providing flexibility, a purpose and identity.
- Enable an enhanced strategic approach to property management through clarity of the emerging LCC operating model.
- Enable agile and flexible working with the property estate.
- Understand the medium-term property requirements based upon an understanding of the size, scale and type of organisation and operating model that LCC will adopt.
- To improve the ability to be efficient with savings, costs and resources.
- Enable greater joined up partnership working.
- Enable LCC to have a greater understanding of the property estate and budgets across the county.

The benefits of this workstream are to:

- Increase recruitment application numbers, appointments and retention rates.

- Provide a seamless recruitment experience for all applicants.
- Provide robust workforce and Members induction programme.
- Enable a healthy and happy workforce including development and wellbeing.
- Lead to a reduction in sickness absence levels.
- Provide increase in employee satisfaction results.
- Provide a percentage increase in apprenticeship levy spend and achievement of public sector target.
- Allow more care leavers, apprentices, interns and graduates in our workforce.
- Ensure accredited leadership and management programmes embedded based on a career development pathway in leadership.
- Ensure the impact of learning and development is visible through positive leadership.
- Enable greater management self-service for HR advice through improved systems and processes.
- Reduction in the number of grievances.
- Automation of manual processes and improved reporting.
- Property strategy aligned to agile and flexible working.
- An understanding of the medium-term property requirements of LCC.
- Potential savings through a reduction in the office estate footprint.
- Deliver capital targets identified by the property strategy.
- Improved well-being, sense of happiness and job satisfaction.
- Reduced operating costs due to greater control over space management.
- Reduced travel time and costs.
- Increased freedom and a sense of autonomy for staff.
- Increased ability to attract and retain high quality staff.

The current projects of this workstream are to:

- **Develop and deliver a Corporate Workforce Strategy, Policy & Structure**
 - Develop a full corporate workforce strategy, including what it means to be a great LCC employee, manager and leader including a management leadership programme.
 - Consider the current culture, values and behaviours and review considering the future organisation vision including a set of corporate organisation design principles.
 - Define what it means to be a Digital Employee and a Digital Manager.
 - Identify and implement any work from the workforce strategy.
 - Work with elected members to review, support and develop where required.
 - **Ongoing review of the Staff Structures and Service Design**

- Ensure the existing structures remain fit for purpose following the transformation activity and if changes are required then design and implement revised structures where appropriate
 - Engagement, consultation, design and review any new structures required, and make sure that they are aligned with future workforce strategy.
 - Implement the strategy.
 - **Review our HR Processes**
 - Conduct a review of the HR processes in line with the corporate workforce strategy and implement any changes.
- **Review of the Managing Workforce Performance framework**
 - Undertake a review of the existing workforce performance management framework in line with the Corporate Workforce Strategy.
 - Make recommendations for changes to the workforce performance management framework and implement them.
- **Smarter Working Implementation**
 - An exercise will be undertaken, with key stakeholders and using data, to establish a flexible workforce and agile working policy.
 - Reduce printing needs as part of a review of the existing MFD requirements and greater use of IT equipment and software.
 - Immediate requirement to develop support for working from home for at least the next six months in response to Covid 19.
 - **Property Strategy**
 - A review of the existing property strategy in line to enable the emerging LCC operating model.
 - Stakeholder engagement across Directorates.
 - Understand our medium-term property requirements based upon an understanding of the size, scale and type of organisation and operating model LCC will adopt.
 - Develop medium term property capital investment strategy to support the strategic vision.
 - Identify any work to implement and underpin the principles, including existing ongoing projects.
 - Make amendments to existing property strategy in line with the One Public Estate programme in response to the emerging LCC operating model.
 - Make amendments to the existing property strategy in line with the Green Master Plan.
- **Intranet Replacement**
 - Refresh the high level requirements for the corporate Intranet and develop under Agile principals within Office 365 the functional replacement for George and identify proof of value solutions for numerous corporate communications and application tools included in the councils existing licencing plans e.g. Yammer, Stream Power Automate and Apps.

Success of the benefits and objectives will be measured in the following ways:

- Staff Survey Results.
- Data analytics around applications, appointments and leavers.
- Data analytics around workforce sickness absences.
- Applicant feedback on the recruitment process.
- Apprenticeship Levy fund data and public sector targets.
- Reduction in HR advice time through increased self-service.
- Data analytics regarding care leavers, interns and graduates in the workforce.
- Data analytics regarding the number of accredited leadership and management programmes
- Data analytics regarding the number of remote / agile workers and reduction in property space / face to face meeting attendance / travel time.
- Data analytics regarding the number of staff grievances raised.
- Staff satisfaction surveys.
- Data analytics around retention of employees.
- Qualitative feedback from the community and other sources.
- Efficiency and financial savings.

Our Communities

The objectives of this workstream are to:

- Be able to better understand the needs of our communities and customers through increased engagement and usage of data.
- Provide our communities and customers with an improved experience of dealing with the council.
- Provide a personalised service to our customers when dealing with the council.
- Provide services through digital means where appropriate.
- Meet the needs of our customers and communities at first point of contact.
- Ensure that our customers and communities are at the heart of our priorities and decision making as an organisation.
- Ensure a two-way dialogue with our customers and communities.

The benefits of this workstream are:

- Increased understanding of the community and customers of LCC.
- Increased engagement with the community and customers.
- Aligning corporate priorities and activities with the needs of our customers and communities.

- Increased ability for partnership working.
- Increased customer satisfaction.
- Improved performance against Key Performance Indicator (KPI)s.
- Reduction in the number of calls to the Customer Service Centre.
- Increase in the number of queries dealt with at first point of contact.
- Ability to make informed decisions driven by data and customer understanding.
- Increase in the ability for customers and the community to self-serve.
- Ability to provide customers with a personalised experience.
- Increased staff capacity due to self-serve.
- Reduction in the number of systems which hold customer data at LCC.
- To provide a single view of the customer.
- Further enhance the ability for the council to be proactive as opposed to reactive.
- Reduction in the number of complaints.

The deliverables of this workstream are:

- **Customer Service Centre Function Review, incorporating Digital Customer Services**
 - Develop a customer strategy.
 - Identify opportunities to improve the customer service centre function.
 - Develop a recommendations paper for the customer service centre function including a volume reduction.
 - Develop business case for implementing the recommendations.
 - Implement the recommendation.
 - **Digital Customer Services**
 - Review methods for delivering services via a Self-Serve (Channel Shift Framework) model.
 - Following development of the community and customer engagement strategy, identify, through engagement, alternative options for delivering services at LCC including a joined up social media policy and presence.
 - Review the methods of delivery activities across directorates at LCC.
 - Progress sign off of the Channel Shift Framework.
 - Identify activities, through a delivery plan, to implement the Channel Shift Framework.
 - **Personalised Customer Experience**
 - Identify opportunities within the council to provide a personalised customer experience including consistent branding of the council to customers and review amongst the organisation.
 - Develop a business case and options appraisal for implementing a personalised customer experience.
 - Deliver the agreed approach.

- **Looked After Children (LAC) Services Review**
 - To reduce the need for statutory intervention in families lives, by providing the right help to the right children, at the right time and for the right duration.
 - To support families to come to their own solutions by focusing upon building networks which they have in place.
 - To improve outcomes for our LAC and Young People, by providing care locally within Lincolnshire, rather than care at a distance to keep children and Young People within their own communities, where they can be close to their networks.

- **Green Master Plan**
 - Delivery of the Climate Action objectives set out below.

- **Broadband 4G Improvement**
 - To undertake a joint venture programme with a 4G provider to enable extended 4G coverage to rural areas and provide a fast broadband option to more areas.
 - To be able to offer free 4G wifi access across our market towns to encourage business growth.

- **Passenger Transport Service Review**
 - Review the entirety of passenger transport with a view to shaping it to meet the county's future needs, including home to school/college, the operator market place sustainability, route sustainability, the Council's Teckal transport company, rurality factors, cost, commissioning practice, procurement and contract management etc.
 - Review the fragmented home to school/college transport processes from school admission to schools transport entitlement through to transport procurement and contract management.
 - Specific review and focus of SEND provision and requirements.
 - Improve process, procurement, market management and cost controls.

- **SEND – High Needs Transformation**
 - To implement the inclusive ambition with a revised high needs strategy approach within the sector to reduce the pressure on high needs spending.
 - To realise a gradual reduction on the high needs spend within Lincolnshire that will enable more early intervention to take place without the need for referral or education, Health and Care Plan (EHCP).
 - To reduce the pressure on INMS placements and/or special school placements.
 - Investing will begin to enable the revolving door of step up and step down from mainstream to specialist placements and back again once the needs of the child are met.

- **SEND – Special Schools Building**
 - To make significant changes to the existing special education provision, creating an integrated and sustainable school system where pupils can attend their nearest special school, confident that their education and health needs can be fully met.

- The strategy will provide a locality-based, sector-wide approach to special education which will enable all special schools to meet the wide range of needs of pupils within their local community. As existing special schools are designed to meet specific designations of need, each school would be required to change its designation to enable them to meet All Needs.
 - In addition, the strategy will increase the special school estate by over 500 places to address the growing demand and current overcrowding, through significant capital investment to support expansion, where there is an identified need.
 - The strategy also proposes establishing special school satellite provision within mainstream schools where pupils on the roll of the special school could be individually supported to access the mainstream curriculum and social opportunities.
- **Corporate Website Development**
 - Develop the corporate website to optimize its functionality in order to improve the customer experience for our residents, communities, businesses, visitors and councillors.
 - Delivery of Phase 2 of the Corporate Website work by April 2021
 - Delivery of Phase 3 of the Corporate Website work by April 2022.
 - **Corporate Commissioning Review**
 - Implement the recommendations following the Impower review for how the Council should be structured to ensure effective commissioning.
 - Implement the recommendations following the Impower review for how the Council should develop its business intelligence function to inform strategic decision making.

Given the far-reaching outcomes of the projects within this workstream, the success of the benefits and objectives will be measured within each specific project.

Our Processes

The objectives of this workstream are:

- Deliver enabling technology to assist in the business process optimisation and re-engineering activity.
- To complete pilot exercises to test alternative approaches for business process re-engineering within LCC.
- To standardise corporate processes to allow for a consistent approach for customers.
- To reduce the duplication of processes.
- To define the automation approach for LCC and where appropriate implement automation to allow for the reduction in manual activity to deliver processes.

- To increase staff satisfaction by reducing manual intervention and processes.
- To deliver efficiencies in those activities supported by the Business Support function.
- To make our processes as effective and efficient as possible.

The benefits of this workstream are:

- Increased staff satisfaction.
- Additional capacity through process automation.
- Increased customer satisfaction through standardising processes.
- Increased quality and accuracy of outputs.
- To reduce the duplication of processes.
- Realise efficiencies throughout the organisation.
- Reduction in the number of complaints.

The deliverables of this workstream are:

- **Business Process Redesign**
 - **Business Process Re-engineering**
 - Complete review of high volume, demand and cost processes and identify opportunities for greater efficiency and improved customer experience.
 - Review effectiveness and success of the alternative approaches and prioritise/determine approach(es) for LCC.
 - **Standard Corporate Processes for Key Generic Functions**
 - Identify key generic functions within the organisation that could be standardised e.g. making a complaint, paying for a service.
 - Prioritise generic functions.
 - Undertake process re-engineering activities for prioritised functions.
 - **Automation**
 - Consider use of automation as part of the process and function review to enable efficiencies.
 - **Digital Roadmap**
 - Undertake exercise to understand project / activity
 - Develop options paper as to inclusion on the transformation programme
 - Review options appraisal
 - Develop plan to implement
- **Business Support Review**
 - Agree functions of Business Support to review and priority of completion:
 - Corporate Wide Support including projects.
 - Children's Services.
 - Adult Care and Community Wellbeing.
 - Place.
 - Resources.

- Other Services following the above directorates.
 - Undertake process re-engineering activities.
- **Review of Corporate Support Services Contract**
 - Review of the existing corporate support services contract and recommendations for taking the service forward including agreed steps.
 - Implement agreed steps from the corporate support services review.
- **Business World Redesign**
 - Management and delivery of the Business World re-design project which will see the transfer of the existing system set up onto the Hoople Ltd platform.
- **Business Intelligence Review**
 - A review of business intelligence functions to ensure the council becomes an 'intelligence led' organisation.
 - Improve management oversight and decision making through data visualisation and business intelligence.
 - Understand existing LCC Data Strategy and Data requirements (e.g. Sentinel) and establish ownership at a corporate level.
 - Define and deliver any new requirements for data management including data integration to deliver better outcomes.

Given the far-reaching outcomes of the projects within this workstream, the success of the benefits and objectives will be measured within each specific project.

Enabling Technology

The objectives of this cross cutting activity are:

- To empower technology to be an enabler for change as opposed to a constraint.
- To have technology that is working correctly and used in a variety of ways.
- To re-author IT strategy to meet both the current needs of the organisation but also prepares the organisation for the future.
- To reduce the barriers to agile working.
- To enable the organisation to have data intelligence and a better approach to data knowledge and understanding.
- To modernise the first point of contact.
- To ensure that the IT service provision is fit for purpose and meets the needs of the organisation.
- Develop and implement a Digital Strategy that enables LCC to meet the needs of its customers, communities, visitors, partners and staff.
- Enable channel shift by offering appropriate digital channels.

- Achieve savings and efficiencies by moving old LCC websites on to the new corporate platform.
- Provide digital solutions for our customers, residents, businesses, visitors and staff.

The benefits of this supporting activity are:

- Enable channel shift.
- Improve customer experience when interacting with LCC.
- A reduction in the number of complaints due to an increase in customer satisfaction which will also have an outcome of reduced costs.
- The ability to work in unison across the Councils services to achieve the best outcome.
- Being an agile workforce and an employer of choice introducing independence and flexibility.
- A clear approach to IT covering the next 5 years.
- Optimisation in system processes around HR, Payroll and Finance with a simplification principal.
- Greater staff satisfaction from using the new Business World solution.
- Reduction in staff time spent on HR, Payroll and Finance processes through the implementation of the new system mobile apps and Intranet integration.
- Greater staff satisfaction through the ways of working enabled by Office 365 (O365) and a new enabling service design to support staff.
- Increased visibility and visualisation of data and a new enabling service design to support staff in using Business Intelligence effectively.

The deliverables of this supporting activity are:

- **IT Strategy**
 - Review and inform the IT Strategy and engagement across directorates to ensure it meets business requirements in light of the 'One Council' approach.
- **Digital Strategy**
 - Undertake engagement with key stakeholders around what a digital strategy should include for LCC.
 - Undertake a review of key dependant documentation e.g. Corporate Plan and Community Engagement Strategy.
 - Undertake an analysis of future trends for digital and emerging capabilities.
 - Develop a draft Digital Strategy including a delivery plan, Technical Skills map and Business Skills map required to implement the strategy and share for review across the directorates.
 - Complete amendments to the draft Digital Strategy.
 - Gain sign off for the Digital Strategy.
 - Develop and implement the delivery plan for the Digital Strategy.

- **O365 Benefits Realisation**
 - Enabling Service Design to support the business exploitation of the Office 365 capabilities and assist in embedding change.
- **Data Visualisation project**
 - Define and agree individual business requirement for LCC Services in terms of data and visualisation.
 - Deliver or assist in the development of the agreed solution.
 - Develop analytics package for the Benefits Realisation Phase of this programme.
- **Next Generation Personal & Dept. Telephony**
 - Management and delivery of new telephony solutions to support staff agility.
- **Corporate IT for Customer Relationship Management**
 - Define high level requirements business case for delivering a corporate solution for case and customer relationship management built on the Microsoft corporate data service and development platform.
 - Deliver under Agile principles live proof of value solutions.

General success of the benefits and objectives will be measured in the following ways:

- Customer satisfaction and accessibility surveys
- Staff surveys
- Data insights referenced in decision making
- Risk registers with reduced net risk scores
- Analytics demonstrating reduced staff resource burn and time elapsed per transaction or enquiry
- Analytics demonstrating reduced error and correction rates per transaction or enquiry
- Surveys of staff satisfaction including use of the intranet

Given the far-reaching outcomes of the projects within this supporting activity, the detailed success of the benefits and objectives will be measured within each specific project.

Climate Action

The Corporate Environment Board oversees the development of LCC's climate action agenda (including the green masterplan) which will be engaged with through representation of the Transformation Programme Manager on the Board. The objectives of this supporting activity are to:

- Drive LCC towards being carbon neutral by 2050 including identifying activities to reduce carbon emissions as well as identifying other ways of offsetting our carbon footprint.
- Identify opportunities to bring the delivery of carbon neutrality earlier than 2050.
- Reduce carbon emissions by 20% between 2018-2023
- Drive toward meeting the Government Emissions Reduction Pledge 2020.
- Ensure that economic growth across Lincolnshire is sustainable.
- Meet statutory requirements and performance targets.
- Be a leader in climate action.

The benefits of this supporting activity are to:

- Reduce emissions and carbon footprint.
- Achieve cost savings.
- Raise awareness of climate change amongst staff, stakeholders and the public.
- Demonstrate positive community leadership.
- Contribute towards national targets.
- Achieve compliance with legislation.

The deliverables of this supporting activity are:

- **Management and Delivery of the 3rd Carbon Management Plan (2018-2023) and its constituent projects.**
 - Existing / Planned Projects
 - Committed Salix revolving fund projects
 - R & M re-roof
 - R & M BMS
 - PV Buildings
 - Fenland Green Solar Power PV
 - LED Lighting
 - Building Rationalisation
 - Water Usage
 - Replacement of Sodium Street Lighting to LED
 - Future Projects
 - Review of potential future projects in the 3rd Carbon Management Plan (2018-2023)
 - Decision on projects to progress with.
 - Implement projects based on the business case and change control process.
- **Development and Delivery of the Green Master Plan**
 - Stakeholder engagement in order to develop a Green Master Plan including a delivery plan.
 - Review of the Green Master Plan.

- Amendments to the Green Master Plan.
- Approval and implementation of Green Master Plan projects.

Our Approach, Engagement and Culture Change

The objectives of this supporting activity are:

- To enable the organisation to be engaged throughout the programme.
- To ensure that the culture change required to successfully deliver the programme is developed, designed, implemented and tracked throughout the programme.
- To support the successful delivery of the LCC Corporate Plan and 'One Council' approach.
- To heighten the leadership teams' skills to be empowering and engaging to gain engagement from staff.
- To provide a single identity for the organisation through the consistent use of branding, processes, templates and approaches.
- To ensure the organisation is recognised for the great services it delivers or commissions across the county.
- To ensure that the councillors are the heart of the organisation.
- To enable the organisation to be driven by data and make smart and informed decisions.
- To enable the organisation to have greater visibility across the key activities that are ongoing e.g. Success Framework, programme activities, big capital projects.
- Develop cross council consistent ways of working accompanied by transparent performance.
- Enable a collaborative One Council culture

The benefits of this supporting activity are:

- To enable staff to feel engaged throughout the programme.
- To increase staff satisfaction through engagement during the programme.
- To ensure that the correct engagement techniques are used with the correct audience to increase engagement.
- To successfully deliver culture change across the organisation and be able to track the progress.
- Increased recognition for the work the organisation does in the county.
- Increased customer satisfaction.
- Increased staff satisfaction and engagement.
- To assist in the successful delivery of the corporate plan.
- To standardise branding within the organisation.

- To allow the organisation to have a better understanding of Data.
- To allow an increased oversight for the organisation around the activities ongoing.

The deliverables of this supporting activity are:

- Our Approach will be based on the following key defining principles:
 - LCC has an ambitious corporate plan and staff are aware of how their objectives meet the overall aims
 - Develop, review, embed and monitor a 'Success Framework' for the Corporate Plan.
 - Improve staff engagement
 - Monitoring of ongoing staff engagement activities.
 - Identify, through engagement, other approaches for improving staff engagement.
 - Agree and implement approaches to improving staff engagement.
 - Lead in a respectful way
 - Delivered in the Our People Workstream
 - Customers First
 - LCC will put their customers at the heart of their priorities and decision making.
 - There will be greater political acumen across the organisation and councillors will be considered as internal customers of the organisation.
 - Our Identity and Brand
 - Corporate Lanyards
 - Email Signatures
 - Other internal identity and branding
 - External Branding
- Engagement
 - Be clear about the task.
 - Be clear about the purpose of the engagement.
 - Identify the audience.
 - Select the engagement techniques and develop an engagement plan.
- Culture Change
 - Evaluate the current culture and performance.
 - Clarify our initial vision.
 - Clarify values and expected behaviours.
 - Clarify strategic priorities.
 - Engage with the organisation to define SMART goals.
 - Clarify and track key measures.
 - Maintain a management system for priorities and goals.
 - Manage communication habits and routines.
 - Build motivation throughout the process.

Success of the benefits and objectives will be measured in the following ways:

- Staff satisfaction surveys.
- Engagement scores.
- Customer satisfaction surveys.
- Benefits and measurements listed in the corporate plan.
- Reporting.

Benefits Realisation

The benefits realisation supporting activity will be responsible for the following deliverables:

- Develop a framework and approach to managing benefits realisation.
- Complete a benefits identification and mapping exercise.
- Complete benefits prioritisation and selection process including aligning to established business priorities, strategy and benefits.
- Identify key benefit dependencies.
- Complete benefits profiling (including benefits realisation timeline, metric and ownership).
- Establish baseline data and targets.
- Utilise Benefits Analytics and perform on-going monitoring of benefit information.
- One of the key challenges of the benefits realisation work will be how culture change, approach and accountability are measured and controlled.
- A number of individual benefits will have the cumulative effect of implementing and realising a culture change and approach as well as increased accountability, e.g. through performance management changes.

As part of the programme definition phase a framework and approach to managing benefits realisation has been created and potential benefits have been identified across the workstreams.

The high-level benefits for the programme are:

- Development of a corporate capacity and capability for managing and enabling change to improve service delivery.
- Enabling improved customer engagement, satisfaction and support.
- Improved staff efficiency, morale and motivation – encouraging new ideas and growth.
- An opportunity to align LCC with the latest industry standards.
- Be more open and attractive for new business opportunities.
- LCC is better able to meet the “One Council” approach.
- Reduction in the volume of calls to the customer contact centre and an increase in online transactions.
- Greater accessibility to data and management information to allow for better corporate decision making.
- Cost savings associated with programme delivery

Appendix Two - Programme Roles / Functions

The below tables contain the roles and functions of the individuals involved in the programme. This may change as the programme progresses.

NAME	ROLE	PROGRAMME RESPONSIBILITY
LCC		
Debbie Barnes	Chief Executive	Programme Steering Board and workstream champion / challenger. CLT lead for the following projects: <ul style="list-style-type: none"> • Smarter Working • Customer Service Centre Function Review, incorporating Digital Customer Services
James Drury	Executive Director of Commercial	Programme Steering Board and workstream champion / challenger. CLT lead for the following projects: <ul style="list-style-type: none"> • Intranet Replacement • Commissioning Review • Website Development • Broadband 4G Improvement • Business Process Redesign • Corporate Support Services Contract Review • Business World Redesign (Joint)
Les Britzman	Executive Director of Fire and Rescue and Community Safety	Programme Steering Board and workstream champion / challenger.
Andrew Crookham	Executive Director of Resources	Programme Steering Board and workstream champion / challenger. CLT lead for the following projects: <ul style="list-style-type: none"> • Business World Redesign (Joint) • Business Intelligence Review • Business Support Review • Managing Workforce Performance • Workforce Strategy, Policy & Structures

NAME	ROLE	PROGRAMME RESPONSIBILITY
LCC		
Heather Sandy	Executive Director of Children's Services	Programme Steering Board and workstream champion / challenger. CLT lead for the following projects: <ul style="list-style-type: none"> • SEND – High Needs Transformation • SEND – Special Schools Building Project • LAC Service Review
Glen Garrod	Executive Director of Adult Care and Community Wellbeing	Programme Steering Board and workstream champion / challenger.
Andy Gutherson	Executive Director of Place	Programme Steering Board and workstream champion / challenger. CLT lead for the following projects: <ul style="list-style-type: none"> • Passenger Transport Services Review • Green Master Plan
David Coleman	Chief Legal Officer	Programme Steering Board and workstream champion / challenger.
Andrew Mclean	AD for Transformation	Programme Steering Board and workstream champion / challenger.
Carolyn Gilfillan	Communications	Assistance with communications.
Kevin Kendall	AD for Corporate Property	Assistance and delivery with property aspects of the programme delivery.
John Wickens	AD for ICT	Assistance and delivery with certain ICT aspects of the programme delivery.
Donna Fryer	Head of Portfolio & Resources(IMT)	Managing all business change activities with technology drivers as part of the programme.
Matt Waller	Audit Manager	Overall Advisory / Programme Delivery & Assurance.
Fiona Thompson	Head of HR	Assistance and delivery with HR aspects of the programme delivery.
Becky Harrison	Business Support Manager	Assistance and delivery with business support aspects of the programme delivery.
Michelle Grady	AD Finance	Assistance and delivery with finance aspects of the programme delivery.

NAME	ROLE	PROGRAMME RESPONSIBILITY
LCC		
Strategic Partners		
Serco	IT and support services partner	IT delivery and support
VINCI	Property Services partner	Delivery of property services
Balfour Beatty	Highways partner	New highways contractor
LTT	Schools	Assistance with school's agenda
Transformation Programme Delivery Team		
Andrew McLean	AD Corporate Transformation, Programmes and Performance	Responsible Officer and Transformation Board Chair Business World Redesign Service Lead
Clare Rowley	Head of Transformation	Programme Lead
Jane Maddison	PMO Manager	Transformation Programme Manager Business Process Service Lead
Andrew Hancy	Head of Business Support	CSC Function Review, incorporating Digital Customer Services Service Lead
Andy Fox	Public Health Consultant	Business Intelligence Review Service Lead
Becky Harrison	Business Support Manager	Business Support Review Service Lead
John Wickens	AD for ICT	Intranet Replacement Service Lead Enabling Technology Service Lead
Karen Cassar	AD for Highways	Smarter Working Service Lead
Sophie Reeve	AD for Commercial	Commissioning Review Service Lead Corporate Support Services Contract Service Lead
Tony Kavanagh	AD HR & Organisational Support	Managing Workforce Performance Service Lead Workforce Strategy, Policy & Structures Service Lead
Lee Sirdifield	AD Corporate	Website Development Service Lead
Nicole Hilton	AD Communities	Passenger Transport Services Review Service Lead

NAME	ROLE	PROGRAMME RESPONSIBILITY
LCC		
David Hickman	Head of Environment	Green Master Plan Service Lead
Martin Smith	AD Education	SEND – High Needs Transformation Service Lead
Eileen McMorrow	SEND Programme Manager	SEND – Special Schools Building Project Service Lead
Tara Jones	Head of Service – Children's	LAC Service Review Service Lead
Stephen Brookes	Broadband Programme Manager	Broadband 4G Improvement Service Lead
Andrea Bowes	Technical Architect / Authority	Responsibility for the overall technical architecture on the programme
David Rose Allen	ICT Quality Manager	Responsibility for solution testing across the programme

Appendix Three – Anticipated Costs and Benefits

Note:

- Forecast Costs and savings are unable to be accurately determined at this early point of project initiation; figures are illustrative based on best endeavours of lead officers but will need further ongoing review in the coming months as project requirements are refined.
- There are a number of interdependencies between projects and their ability realise benefits, such as full adoption of smarter working principles.
- Significant investment decisions will be supported by a robust business case with benefits and savings to be realised identified and monitored.
- Costs are expected additional costs and do not include existing resource capacity and are forecast over the next 5 years of the programme.
- All costs are non-recurrent unless stated.
- Beyond wider benefits to our residents, communities, businesses, visitors, staff and how we work, some of the projects should create cashable and non-cashable savings (e.g. cost avoidance) and others will act as an enabler for efficiencies to be realised.
- Wider benefits to be delivered will be developed and presented in each project initiation document and monitored to ensure they're realised.

Project	Forecast Cost £000	Lead Officer	Executive Director Lead	Benefits
Our Processes				
Business World Redesign	£ 2,480	Andrew McLean (AD Transformation)	James Drury (Commercial) Andrew Crookham (Resources)	Cost saving plus improved user interface
Business Process Redesign	£ 800	Clare Rowley (HoS Transformation)	James Drury (Commercial)	Driver for cost saving & improved customer experience
Business Support Review	£ 30	Becky Harrison (Bus. Support)	Andrew Crookham (Resources)	Cost saving and driver for wider efficiencies through service redesign
Business Intelligence Review	£ 120	Andy Fox (AD Public Health)	Andrew Crookham (Resources)	Improved information to forecast future pressures and inform decision making
CSSC Review	£ 650	Sophie Reeve (AD Commercial)	James Drury (Commercial)	Pending confirmation of commissioning appraisal and agreed route
Sub-total	£ 4,080			
Our Communities				
Demand Management - Adult Care	TBC	Emma Scarth (AD ASC)	Glen Garrod (Adults)	Review the flow across the whole system, targeting resources on preventative services and reducing cost
SEND – High Needs Transformation	TBC	Martin Smith (AD Schools)	Heather Sandy (Children’s)	Develop a strategy within the sector to improve outcomes & reduce the pressure on high needs spending
SEND – Special Schools Building	£ 26,300	Martin Smith (AD Schools)	Heather Sandy (Children’s)	An integrated and sustainable school system, where pupils needs are met within their nearest special school
LAC Service Review	TBC	Tara Jones (HoS Children’s)	Heather Sandy (Children’s)	Improve outcomes for our LAC, reduce the need for statutory intervention and greater support for families
Passenger Transport Review	£ 270	Nicole Hilton (AD Communities)	Andy Gutherson (Place)	Improved process, procurement, market management and cost control
Broadband 4G Improvement	£ 940	Stephen Brookes (Broadband Prog. Man)	James Drury (Commercial)	Improved community access to digital services
CSC Review (inc. Digital Customer Services)	£ 500	Andrew Hancy (HoS Business Support)	Debbie Barnes (CX)	Pending confirmation of commissioning appraisal plus improved customer experience
Commissioning Review	£ 170	Sophie Reeve (AD Commercial)	James Drury (Commercial)	Improved process, procurement, market management and cost avoidance
Website Development	£ 100	Lee Sirdifield (AD Corporate)	James Drury (Commercial)	Enabler for new developments & improved customer experience
Green Master Plan	£ 350	David Hickman (HoS Environment)	Andy Gutherson (Place)	Supports climate and carbon management objectives
Sub-total	£ 28,630			
Our People				
Smarter Working	£ 3,050	Karen Cassar (AD Highways)	Debbie Barnes (CX)	Cost saving (accommodation/travel/printing), improved efficiency and working environment
Managing Workforce Performance	£ 30	Tony Kavanagh (AD HR)	Andrew Crookham (Resources)	Improved efficiency and staff development
Intranet Replacement/ SharePoint Development	£ 30	John Wickens (AD IMT)	James Drury (Commercial)	Improved user experience
Workforce Strategy, Policy & Structures	£ 180	Tony Kavanagh (AD HR)	Andrew Crookham (Resources)	Developing the workforce to deliver the Council’s Corporate Plan and One Council vision
Sub-total	£ 3,290			
Sub Total (all w/streams)	£ 36,000			
Enabling technology/support to deliver	£ 1,900			
Total	£ 37,900			

Budget Breakdown – Transformation Programme	£000
Total Transformation Reserve	£ 10,790
Development Fund initiatives:	
Business Process Redesign	£ 280
Green Master plan	£ 350
Extended 4G Coverage	£ 940
Special School Capital	£ 26,300
Total Transformation Funding	£ 38,660
Current Planned Spend	£ 37,900
Variance still to be allocated	£ 760



Open Report on behalf of Debbie Barnes OBE, Chief Executive

Report to:	Overview and Scrutiny Management Board
Date:	29 October 2020
Subject:	Smarter Working Programme Update

Summary:

This report invites the Overview and Scrutiny Management Board to consider a report on the Smarter Working Programme Update, which will be presented to the Executive on 3 November 2020. The views of the Board will be reported to the Executive as part of its consideration of this item.

Actions Required:

The Overview and Scrutiny Management Board is invited to:-

- 1) consider the attached report and to determine whether the Board supports the recommendation(s) to the Executive as set out in the report.
- 2) agree any additional comments to be passed on to the Executive in relation to this item.

1. Background

The Executive is due to consider a report on the Smarter Working Programme Update at its meeting on 3 November 2020.

2. Conclusion

Following consideration of the attached report to the Executive, the Board is requested to consider whether it supports the recommendation(s) in the report and whether it wishes to make any additional comments to the Executive. Comments from the Board will be reported to the Executive.

3. Consultation

a) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report on Smarter Working Programme Update to be presented to the Executive at its meeting on 3 November 2020

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Karen Cassar, who can be contacted on 07778935822 or karen.cassar@lincolnshire.gov.uk.

Open Report on behalf of Debbie Barnes OBE, Chief Executive

Report to:	Executive
Date:	03 November 2020
Subject:	Smarter Working Programme Update
Decision Reference:	I020959
Key decision?	No

Summary:

This report shares the Corporate Leadership Team's (CLT) agreed vision, goals and objectives for Smarter Working.

It also provides the Executive with a summary of the data and analysis that has been undertaken on the Smarter Working Survey which was available for all employees to complete between 21 July and 9 August 2020.

Also included is an update on our emerging office accommodation and workspace strategy which would deliver the principles of Smarter Working.

Recommendation(s):

That the Executive:-

- (1) notes and supports CLT's vision, goals and objectives for Smarter Working and the ongoing work to enable delivery of the project; and
- (2) notes the outcome of the Smarter Working Staff Survey.

Alternatives Considered:

Not to review the way in which the Council works and instead to return full time fixed office based working.

Reasons for Recommendation:

Smarter Working will optimise performance and support employees to deliver their best for our communities and councillors and deliver upon our ambition to become 'One Council'.

1. Background

1.1 Smarter Working Vision, Goals and Objectives – supporting you to deliver your best

The Covid-19 pandemic has required the workforce to work in a very different way with staff delivering services through innovative and creative approaches and IMT enabling staff to work virtually. This has opened up the opportunity for us to radically review how we work in the future. The Smarter Working programme has been established and seeks to explore and define how we can operate in a more flexible and blended way to the traditional approaches to work, building on the strengths of our current delivery model.

The Smarter Working programme have worked with CLT to develop the vision, goals and objectives for Smarter Working, the aim being to optimise performance and support employees to deliver their best for our communities and councillors and to deliver upon our ambition to become "One Council". These are set out below:

Our Vision - "Work is about what you do, not where you do it"

Through continued improvement in innovative technology and our ambition to improve both our responsiveness to our residents and our work, life and leisure balance, we will continue to transform how we provide our services and truly deliver upon our ambition to become 'One Council'. We will continue to trust and empower our teams to work with maximum flexibility and minimum constraints, within a strong performance and accountability leadership framework. Our ability to transform the way we work in the face of adversity will give confidence to continue our journey to develop even Smarter Working in Lincolnshire that optimises performance and supports employees to deliver their best for our communities and councillors.

Our Goals

- Our performance management objectives will focus on results and outcomes rather than presence;
- We will maximise the use of office space across Lincolnshire through designing options to create smarter ways of working;
- Our employees will have the opportunity for an improved work-life and leisure balance;
- We will manage the risks to our environment from climate change through reducing travel to work and business mileage;
- We strive to attract even more highly-skilled staff, retaining our existing employees and being the employer of choice; and
- We will continue to improve connectivity and technology to improve business processes and reduce waste.

Our performance management objectives will focus on results and outcomes rather than presence, managing performance by:

- Placing an emphasis on management by results rather than management by presence;
- Equipping our managers with the right skills to successfully embed a results and outcome based approach;
- Evaluating quality and quantity of work through clearly defined objectives and deadlines;
- Creating a culture of trust and responsibility where our employees feel empowered;
- Setting clear expectations and deadlines through review meetings, daily/weekly email updates, teams meetings and scheduled calls;
- Investing time to review performance alongside staff in a way that helps our employees;
- The focus should be on:
 - Planning and scheduling work;
 - Setting clear, specific, measurable objectives;
 - Agreeing reasonable and manageable deadlines;
 - Applying standards and procedures to maintain quality.

We will maximise the use of office space across Lincolnshire through designing options to create *even* smarter ways of working. We will deliver this by:

- Adopting a range of innovative 'managed' workspace model for our office accommodation across the county;
- This could see space is allocated to activities, not to individuals and not on the basis of seniority;
- Creating a One Council collaborative Leadership zone and business lounges;
- Exploring opportunities for making greater use of the space available within our office accommodation;
- Enhanced facilities management solutions to enable bookings of rooms and desks as required; and
- Variety of workspaces which can be used for a number of purposes.

We will manage the risks to our environment from climate change through:

- Reducing travel to and from work and business mileage resulting in a much reduced impact to our environment;
- Less office waste by reducing printing and aspiring to become a paperless organisation;
- Reduced energy usage to help create a greener environment; and
- Reduced office floor space.

We strive to attract even more highly-skilled staff, retaining our existing employees and being the employer of choice through:

- Promoting smarter ways of working when recruiting to attract the right employee;
- Providing communication channels to ensure that all staff are able to contribute to and feel part of our organisation; and

- Creating a culture of learning and sharing best practice, using new technologies to help employees, wherever they are located, to develop their skills and capabilities and move forward in their careers.

We will improve connectivity and technology to improve business processes and reduce waste by:

- Making a commitment to using new technologies and innovative solutions to enable *even* smarter working;
- Aspiring to become a paperless organisation, with staff making full use of IT and systems whilst also reducing the cost of printing;
- Centralising and digitising corporate processes to make them more efficient and reducing waste;
- Reduce multiple and duplicate handling of information and making knowledge discoverable and interactive where possible;
- Making all personal and team documents available on all devices; and
- Reducing the need for face to face meetings.

1.2 Smarter Working Policy and Managing a Smarter Workforce Policy

1.2.1 These two policies are currently being developed with Karen Cassar (Assistant Director - Highways) leading on the development of the Smarter Working Policy and Lucy Shevill (Strategic HR Business Partner) leading on the development of the Managing a Smarter Workforce guidelines.

1.2.2 These two policies taken together will underpin the way in which we work and manage work in a Smarter Working environment.

1.3 Smarter Working Staff Survey

1.3.1 The Smarter Working survey was completed by 2,610 employees. The tables below show the directorate split of surveys completed and also the completion rates based on staff volumes within that directorate.

Surveys completed per area and % of the 2610 surveys per area		
Directorate	Vol.	%
Children's Services	769	29.46
Resources	611	23.41
Adult Care and Community Wellbeing	510	19.54
Place	386	14.79
Corporate Services and Commercial	196	7.51
Fire, Rescue and Public Protection	138	5.29

Surveys completed per area and % based on staff volume		
Directorate	Vol.	%
Corporate Services and Commercial	196	80.99
Adult Care and Community Wellbeing	510	66.41

Resources	611	60.50
Place	386	48.80
Children's Services	769	44.92
Fire, Rescue and Public Protection	138	34.16

1.3.2 The majority of employees (63%) are currently completing all work from home and a further 33% of employees are blended between working from home and working from other locations including office, service user visits, hospitals, people's homes, heritage sites. Just 4% have indicated that they are completing all of their work based at locations other than home.

Currently working from home	Vol.	%
Yes, I am doing all my work from home	1651	63.26
Yes, I am working from home some of the time	857	32.84
No, all my work is based at other locations	102	3.91
Grand Total	2610	100.00

1.3.3 Employees were asked to specify their effectiveness at work, based on their current working arrangements. Those who were working from home (WFH) all or most of the time showed high levels of effectiveness in their work with only 2% indicating they are not effective when working from home. There are a higher percentage of employees (14%) who specify they are not effective when working from other locations. The majority of these (77) were from Children's Services.

Work effectively from home?	Vol.	%
Yes	1783	71.09
Sometimes	670	26.71
No	55	2.19
Grand Total	2508	100.00

Work effectively from other locations?	Vol.	%
Yes	609	63.50
Sometimes	215	22.42
No	135	14.08
Grand Total	959	100.00

1.3.4 Employees were asked to comment on the challenges when working from locations other than home. The general themes are listed below:

- Social distancing/having to move equipment or carry it around
- Not having suitable desks/equipment or lone working
- Having more distractions or having to wear PPE (visits)
- Extra time/expense of driving for work
- Not being able to simply drop in for use of facilities or sitting with own team
- Feeling like a larger workload than those WFH

1.3.5 After establishing the current working arrangements employees were asked for their future working preferences. Of the total of 2610 responses, 170 (7%) stated they would not want to work from home, 465 (18%) stated they would want to work from home all of the time and 1975 (76%) would work from home occasionally, some or most of the time.

Working preference	Vol.	%
Not working from home	170	6.51
Working from home occasionally	217	8.31
Working from home some of the time	769	29.46
Working from home most of the time	989	37.89
Working from home all the time	465	17.82
Grand Total	2610	100.00

1.3.6 Data shows that almost 50% of those not working from home would have a preference to continue not working from home. Those working from home all the time would continue to work from home all of the time or most of the time (65%) and those with a current blended approach would like to continue to have the option to work from home some or most of the time (71%).

Those not currently working from home	Vol.	%
Not working from home	49	48.04
Working from home occasionally	22	21.57
Working from home some of the time	21	20.59
Working from home most of the time	9	8.82
Working from home all the time	1	0.98
Grand Total	102	100.00

Those currently working from home all the time	Vol.	%
Not working from home	51	3.09
Working from home occasionally	103	6.24
Working from home some of the time	410	24.83
Working from home most of the time	706	42.76
Working from home all the time	381	23.08
Grand Total	1651	100.00

Those with a blended approach	Vol.	%
Not working from home	70	8.17
Working from home occasionally	92	10.74
Working from home some of the time	338	39.44
Working from home most of the time	274	31.97
Working from home all the time	83	9.68
Grand Total	857	100.00

1.3.7 The survey provided employees with a list of options for the benefits and challenges when working from home.

1.3.8 A noticeable benefit for most employees was the reduction in travel time and costs with associated environmental impacts. There were high volumes across other themes including improved work/life balance, finding it easier to manage health and wellbeing, flexibility, taking effective breaks and overall increased productivity. Less than 5% experienced no benefits from working from home.

Benefit of working from home	Volume
Reduction in travel time and costs	2160
Reduced carbon footprint	1697
Improved work/life balance	1569
Flexibility in working hours	1449
Improved use of technology	1436
Able to take breaks when I need to	1430
Increased productivity	1269
Easier to manage my health and wellbeing	1186
More ownership of my own workload and task delivery	1002
More time to plan or think creatively	973
Fewer or shorter meetings	761
Increased motivation	702
Improved communications with partners and stakeholders	433
I have not experienced any benefits through working from home	108
Other	84

1.3.9A significant number of people selected Technology problems as being their main challenge when working from home. This was followed by similar themes around feeling isolated, being out of the loop and a reduction in work/life balance.

Challenges of working from home	Volume
Technology problems	1733
Isolation, lack of social interaction or impact on mental health	935
Overworking (not taking regular breaks, working long hours)	752
Communication issues or being out of the loop	718
Reduced work/life balance (no separation between work and leisure)	695
Work setup (not having required equipment)	639
Work setup (not having required space)	618
Teamwork or collaboration issues	592
Managing at-home distractions	484
Managing home responsibilities eg childcare or caring	480
Supporting my team	432
More meetings than before	418
Reduced productivity (staying organised, motivated, managing time)	321
I have not experienced any challenges working from home	305
My work cannot be delivered from home	125
Other	112

1.3.10 The Smarter Working Project Group is identifying priority actions to be taken, informed by the analysis of the survey results, to support smarter working now and in the future.

1.4 Office Accommodation Strategy

1.4.1 In order to deliver the Smarter Working goals, our office accommodation, our support to staff and the culture of how we work will need to be adapted. These are all being considered through the Smarter Working programme. This section of the report will outline early thinking of our emerging approach to office accommodation.

The proposed office accommodation strategy can be summarised as follows:

To:

- Provide an office estate that the Council can afford in the future
- Enable a significant reduction in the number of offices
- Create a flexible 'managed workspace' model with the remaining properties which will provide options to individuals and teams and maximise the use of space
- Develop an exit strategy for all surplus office buildings

1.4.2 Reduction in offices

The size of the remaining estate is being modelled with the following criteria in mind:

- That staff would typically spend 2/3 days per week working in the office as we move to a more blended approach to how we work
- Capacity is distributed across the County as far as existing size and locations allow

The Council has just over 37 'pure' office buildings and other office space in depots for example, this space will be included in the analysis. The capacity modelling will be completed by the end of October 2020.

The office will remain an important feature of work and some staff will continue to require a fixed base, although it is estimated that this would be circa 20% - 30% of the workforce. For others, a more blended approach will become the norm, working at home, in the office and remotely. The net impact of this would be a reduction in the need for office accommodation.

1.4.3 Managed workspace

The remaining office buildings will be managed workspaces focusing on the task and collaboration activity. It is estimated that 70% of all space will not be allocated to individuals but will consist of multi-purpose bookable spaces. This approach will ensure efficient use of the remaining space and will focus on the task. Workspaces could be used for:

- Informal meetings
- Leadership zone
- Formal meeting of a range of sizes
- Hybrid meetings (people in office and wfh)
- Work requiring a desk or table
- Team/group work
- Project/innovation/creative activity

There may be continued benefits for staff who are co-located so we will explore if managed workspaces should be zoned to enable staff working on similar objectives to come together.

Equally, not all staff will be able to predict when they need to work in the office e.g. field workers, and dedicated touch down space will also be created across the remaining County locations.

Additional technology will be necessary to enable hybrid meetings (i.e. where some people are in the office or working from home). A key component will be a space booking system and options for this are currently being considered. Phase 1 will require existing space to be de-personalised. Not all spaces can be de-personalised for phase 1. This is being evaluated and will be reported back in due course.

1.5 Timeline for the Smarter Working Programme

The majority of LCC buildings are now open, all have been risk assessed and control measures put in place to minimise as far as reasonably possible the risk of Covid-19 transmission. The next phase will be to undertake a review and then prioritise which services and staff need to be working in offices moving forward. This will require further risk assessments and control measures in line with national guidance. The current national guidance is that if staff can work from home, they should continue to work from home. This is the current advice to staff. The CLT is working to develop guidance for the safe return to offices for some staff to undertake specific face to face activities once the national guidance reflects that advice.

The timeline for this guidance is December but will be dependent upon national guidance.

Longer term, the ambitions of Smarter Working will be implemented. The next step for the programme is to develop design principles and to engage our managers to design what the office accommodation strategy should be as well as engaging with staff and managers to ensure we have the right change management programme and support framework to enable this new approach to succeed.

An operational delivery plan schedule is currently being developed which will outline specific timeline and costs (including cost benefits) for the programme.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.

Compliance with the duties in section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process.

All elements of the smarter working solution whether that involves working at home or office based working will have due regard to the Council's Equality Act obligations.

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS) in coming to a decision.

Work and the environment in which we work can have a significant impact on the wellbeing of employees. The experience of working from home during the Covid-19 crisis as disclosed in survey responses has identified positive and negative impacts on wellbeing. This will be a central concern in designing both physical spaces and the way they are used and management approaches as part of the smarter working approach.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

There are not considered to be any direct implications for the section 17 matters.

3. Conclusion

The Executive is asked consider this report and the recommendations.

4. Legal Comments:

This Report provides an update as to work underway to determine what future working arrangements in the Council may look like.

The subject matter of the Report is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

The updates within the report will have no immediate impact on the budgets of the Council.

As the policies within the report are developed and implemented, any financial benefits or investments required will be considered and incorporated into our budget setting process for future years. The Council does have earmarked reserves for the purpose of transformation to support this work.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Overview and Scrutiny Management Board is due to consider this report on 29 October 2020. The comments of the Board will be presented to the Executive.

d) Risks and Impact Analysis

N/A

7. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Karen Cassar, who can be contacted on 07778 935822 or karen.cassar@lincolnshire.gov.uk.



Open Report on behalf of James Drury, Executive Director - Commercial

Report to:	Overview and Scrutiny Management Board
Date:	29 October 2020
Subject:	Performance of the Corporate Support Services Contract

Summary:

This report provides an update of Serco's performance against contractual Key Performance Indicators specified in the Corporate Support Services Contract between December 2019 and September 2020. The last report to the Overview and Scrutiny Management Board (OSMB) was on 19 December 2019.

Actions Required:

The Board is asked to:

1. Seek assurance about the performance of the Corporate Support Services Contract.
2. Provide feedback and challenge as required.

1. Abbreviations

CSS	Corporate Support Services	F	Finance (Exchequer)
KPI	Key Performance Indicator	ACF	Adult Care Finance
TSL	Target Service Level	CSC	Customer Services Centre
MSL	Minimum Service Level	RAG	Red/ Amber/ Green
IMT	Information Management and Technology		

2. Background

This report provides an update on Serco's performance against the contract KPIs between December 2019 and September 2020 (months 57 to 66 since the service commencement date 1 April 2015). The performance report is presented in the shortened format previously agreed by the Board.

3. Performance

Table 1 below provides the summary red/ amber/ green (RAG) status of the Key Performance Indicator (KPI) results which have continued to be measured for the ten months of service delivery from December 2019 to September 2020.

Red status indicates that Serco's performance against the KPI has failed to meet the Minimum Service Level (MSL). Amber indicates a failure to meet the Target Service Level (TSL) but has achieved MSL. Green indicates that Serco's performance as measured against the KPI has either met or exceeded the TSL as set out under the Corporate Support Services Contract.

Agreed mitigation is shown as blue status. The Board is asked to note that following Government guidance, and to maximise Serco's ability to respond to Council requests, to manage uncertainty in the light of Covid-19 and to maintain local resources (service credits are paid for by the local account not by Serco centrally), service credits for the Corporate Support Services Contract were suspended from 1 March to 30 June, and CSC service credits until 30 September 2020. Therefore performance that would have shown as amber or red during these times is instead recorded as mitigated. This has allowed Serco to deploy their resources in the most effective way to deal with the crisis.

Table 1: Overall KPI Summary Performance

(All Services) Contract Performance	Number of KPIs									
	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20
TSL achieved	35	35	36	32	32	32	32	33	33	33
MSL achieved	0	0	0					0	0	0
Below MSL	0	0	0					0	0	0
Mitigation	5	5	4	8	8	8	8	7	7	7
TOTAL	40	40	40	40	40	40	40	40	40	40

4. Exceptions

The only exceptions in the current reporting period relate to mitigations.

Tables 2.1 and 2.2 show the background and rationale for the Council granting mitigation where a dependency outside Serco's control (e.g. implementation of Mosaic) prevents agreed targets from being fully met. Granting mitigation relieves Serco from the application of Service Credits (deductions). Table 2.2 specifically identifies mitigation directly associated with Covid-19.

Table 2.1: Details of KPI Mitigation, Dec 19 – Sep 20:

KPI Ref No	Short Description	Reason for granting Mitigation	Impact	Path to Green
ACF_KPI_03 (Dec – Jun, Aug) ACF_KPI_04 (Dec – Sep)	% of new, and change of circumstance, financial assessments for non-res and res care completed within 15 Business Days of referral from the Council.	In mitigation since December 2016 as a result of Mosaic implementation which is yet to extend to financial payments as committed to by the Council in 2015. This means Serco still have to use two systems - Mosaic and Abacus, which hinders ability to deliver and report on performance levels because of the double entry required.	The lack of full reporting capability is not impacting service provision. Financial Assessments are a focus of current efforts, and LCC and Serco have been working closely to optimise the service. This work has informed the new Charging Policy, and there is an active Project Board. Mosaic implementation is being driven by the LCC Mosaic Finance Board.	KPI 03 and 04 are subject to a review to ensure they reflect expectations outlined in the Charging Policy which was launched in April 2020. A realistic expectation for processing of financial assessments is 28 days which is the target standard set out in the new Charging Policy. This has been based on benchmarking with other similar Councils. Performance at the start of April showed that most cases achieved the 28-day target. Performance has since reduced due to Covid.
ACF_KPI_10 (Dec - Sep)	% of the total Adult Care Service Users in any month in receipt of a chargeable service who have an up to date and accurate financial assessment in place which is being used to collect their Adult Care Service User Contribution.	This measure requires a single point of reporting, which will be delivered by the Mosaic financial implementation. Until then it is not possible to report on this KPI accurately.	The lack of reporting capability is not impacting service provision.	Mosaic finance project continues to implement a phased introduction of services which are paid through Mosaic. To date two services are paid through Mosaic: i) Finance (Community Supported Living), and ii) Direct Payments. Plans are now in place to phase in residential and home care payments.

KPI Ref No	Short Description	Reason for granting Mitigation	Impact	Path to Green
CSC_KPI_01 (Dec - Sep)	% of all Contacts received through Digital Access Channels per month.	Targets for this KPI have increased every 6 months up to October 2019. Serco's average performance April 18 to September 20 has been 28.60% but the TSL has escalated to 34.55%. Increased digitisation relies on Avaya which has been delayed until December 2020.	The purpose of the escalating target was to keep up with anticipated technology changes as they came in. Service users have not experienced any reduction in the availability of digital access channels.	A revised KPI which more effectively measures Serco's performance in the digital space has been agreed, and will go live with the Serco second extension in October 2020.
CSC_KPI_09 (Dec – Jan, Apr)	% of carers assessments (reviews and new), as completed by the CSC, completed accurately and within 20 Business Days.	CCN050 (Care Act compliance) fundamentally changed the way Serco delivered the service at the request of the Council. Essentially a comprehensive triage stage was implemented to identify those in need of a full assessment. The Council has agreed mitigation in cases where a small number of assessments were carried out late because whilst the carer was contacted within the 20 Business Days, they were not available for the assessment until after the 20 Business Days. This reflected the fact that the service overall was good, and that Serco had genuinely tried to optimise the customer experience.	The change in the service (which was the cause of KPI failure) has resulted in <i>improved</i> customer experience.	A revised and improved KPI has been agreed in principle.

Table 2.2: Details of KPI Mitigation specifically as a result of Covid-19; Dec 19 – Sep 20:

KPI Ref No	Short Description	Reason for granting Mitigation	Impact	Path to Green
CSC_KPI_04 (Jun - Sep)	% of total Calls that are Abandoned Calls	The abandoned rate has increased as a result of Covid-related service pressures, notably increased handling time per call and sickness/ resignations in the Children's Services Teams.	Callers have experienced longer wait times and so are more likely to ring off. The CSC has uprated its call-back service to help mitigate this.	The average abandoned rate for June to September was 11.15%. The TSL is 7% and the MSL is 10%. There has been a high abandoned rate in the Children's and Adults teams during the period May to September because of a combination of factors; <ul style="list-style-type: none"> - An increase in call volumes - An increase in the average handling time of those calls - An increase in non- call work on Serco - Staff vacancies and in the Children's Team issues with long term absences Initially the focus has been on the Children's calls and a great deal of work has been carried out by Children's Services and Serco supported by the Commercial team. A temporary triage model has been put in place to make the best use of available resource, training reviewed, Serco recruitment prioritised, some tasks transferred to the Council on a temporary basis and new temporary capacity provided by the Council. As a result the abandoned rate has fallen from a peak of 27.07% w/c 14 September to 8.01% w/c 28 September. Weekly reports indicate that the abandoned rate is still falling and thought is being given as to how best to create a contingency resource to avoid a repetition of the earlier very poor performance levels. Work has now started on reviewing the Adults Team where it is expected that filling staff vacancies, reviewing resource allocation within the CSC and completion of the additional current activity will make a positive difference.

KPI Ref No	Short Description	Reason for granting Mitigation	Impact	Path to Green
IMT_KPI_02 (Mar - May)	Priority 1 Incidents not Resolved within Resolution Time	Serco came under significant pressure to resolve numerous incidents during the early stages of the crisis.	No notable impact on services.	For each of the first three months, 2 incidents were not resolved in time. The TSL is 1, and the MSL is 5. Performance has rebalanced to green for the period June to September.
IMT_KPI_09 (Mar - Sep)	% Achievement of Service Request Fulfilment within Service Request Fulfilment Time	Following rapid roll-out of systems to allow for mass remote working, Serco experienced a very substantial spike in service requests from individual users.	Some LCC staff have experienced significant delays to IMT issue resolution in the last six months.	The average achievement rate for March to September was 82.78%. The TSL is 95% and the MSL is 85%. Serco are taking further steps to enhance capacity in order to handle service requests. September volume was described by Serco as 'stabilising to tolerable levels' at 1,650 compared to 2,000 in July.
IMT_KPI_14 (Mar - Sep)	% Windows end user devices patched within 21 days of release of critical operating system updates	Patching depends on end users connecting to the system regularly. Following roll-out of remote working together with unpredictable office use, it has been difficult to catch up with all devices on time.	The main impact has been delays as opposed to failure to patch. Security levels remain high.	The average achievement rate for March to September was 89.02%. The TSL is 95% and the MSL is 90%. Serco are taking further steps to enhance capacity in order to handle service requests.

5. Trend Analysis

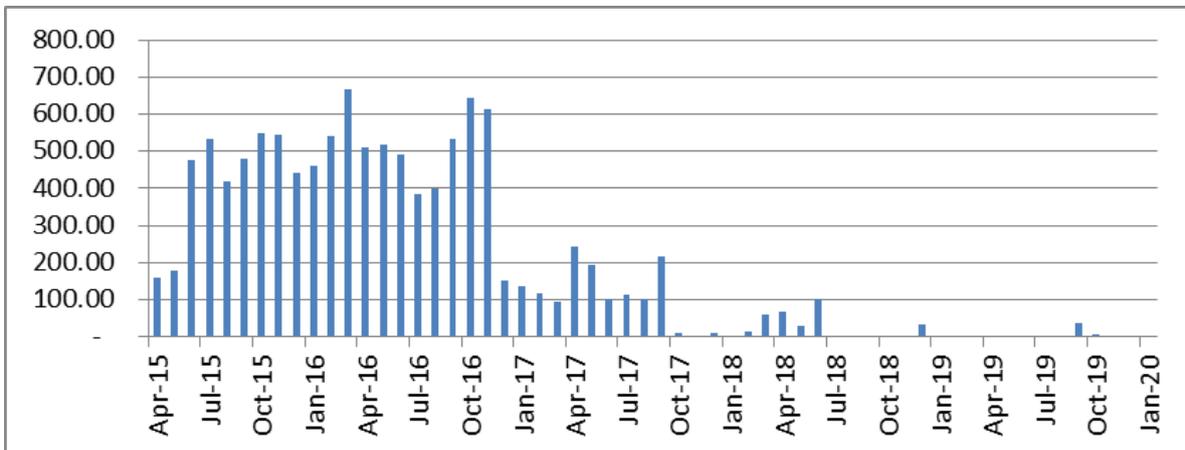
This section aims to note any significant changing trends in those KPIs which have met the TSL, but may be showing signs of significant performance change - deterioration or improvement. This 'green' KPI trend data has been reviewed over the period from April 2018 to August 2020:

87% of the 'green' KPIs are currently stable or improving, none are giving cause for concern, and none are likely to fall below TSL before the contract ends in 2024. This is a significant change from the position in November 2019, when 68% of the 'green' KPIs were stable or improving.

6. Abatement Points

Table 3 shows the total number of abatement points the Serco CSS Contract has attracted in each month since contract start. A total of 902 points is now distributed amongst the KPIs, with each KPI generally attracting between 10-50 points. For each KPI a multiplier is applied to any consecutive months where targets are not achieved. For two consecutive months the multiplier is 1.50 and for three or more months, it is 2.00. Abatement Points are used to calculate Service Credits (deductions) from the monthly contract payment. The maximum service credits payable by each service area is capped at 10% of the financial volume for that month. As indicated, for some of this reporting period service credits have been suspended.

Table 3: Total monthly abatement points from contract start to Feb 2020*



*Abatement points for some KPIs have been temporarily suspended from March 2020 due to Covid-19. No abatement points have been applied since February 2020.

7. Conclusion

KPI Performance Summary December 2019 to September 2020:

The general picture is one of good performance overall during this review period. A number of KPIs previously in mitigation are known about and receiving attention. Some further Covid-related mitigation was also granted, together with the suspension of Contract service credits. This was as a result of Government's 'Procurement Policy Note 02/20 - Supplier relief due to Covid-19' - a directive given to all Local Authorities. Serco has responded positively to the Covid-19 crisis, setting up community help lines and the Click and Tip service at short notice and has continued to report all KPIs.

Suspension of service credits allowed Serco the flexibility to direct resources quickly to where they were needed most and to respond to Council requests for support. All of Serco's services continued to be provided. The majority of KPIs continued to be delivered at and above TSL.

The effect of Covid-19 on Serco services has mainly been felt in IMT and the CSC. IMT performance has been reported separately. Activity in PM has been largely unaffected. Finance experienced a reduction in debtor accounts which halved in the initial months of the crisis. Impact on the CSC has however been substantial and is referred to in section 4 above and in the paragraph below.

The number of contacts received by the service increased rapidly from the beginning of the crisis. A dedicated Covid line was established, which handled 23,187 additional Covid-related contacts between 1 April and 30 June, at a cost to the Council of £228,095. However, this additional cost will be claimed against the Covid-related funding, and was offset in part as a result of a decrease in contacts across other services, and so the overall CSC budget for 2020/21 remains on track at the time of this report.

Serco Highlights for the review period November 2019 to September 2020

Kevin Hales, Serco Operations Director, will provide an additional verbal update at the meeting.

8. Consultation

a) Risks and Impact Analysis

Not Applicable

9. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Arnd Hobohm and Sophie Reeve who can be contacted on 01522 552563 or 01522 552578 respectively. Alternatively, via email arnd.hobohm@lincolnshire.gov.uk or sophie.reeve@lincolnshire.gov.uk.



**Open Report on behalf of Andrew Crookham,
Executive Director - Resources**

Report to:	Overview and Scrutiny Management Board
Date:	29 October 2020
Subject:	Overview and Scrutiny Management Board Work Programme

Summary:

This item informs the Board of its current work programme for 2020/21. These meetings may be held remotely under the new "Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020" which have been introduced in April 2020 in response to the Coronavirus pandemic.

Actions Required:

This item is for information only.

1. Background

Work Programme

The current version of the work programme for the Overview and Scrutiny Management Board is set out in Appendix A.

Executive Forward Plan

The Executive Forward Plan of key decisions is set out at Appendix B. This is background information for the Board to ensure that all key decisions are scrutinised by the relevant scrutiny committee.

2. Conclusion

This item is to inform the Overview and Scrutiny Management Board of its current work programme for 2020/21, which is attached at Appendix A to this report.

3. Consultation

a) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Overview and Scrutiny Management Board – Work Programme
Appendix B	Forward Plan of Decisions

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, who can be contacted on 01522 552840 or by e-mail at nigel.west@lincolnshire.gov.uk

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Each agenda includes the following standard items:

- Call-in (if required)
- Councillor Call for Action (if required)

29 October 2020 – Virtual Meeting		
Item	Contributor	Purpose
Covid-19 Recovery Update	Dan Quinn, Assistant Director – Corporate Recovery	Policy Development / Review
Transformation Programme Overview	Clare Rowley, Head of Transformation Andrew McLean, Assistant Director – Transformation, Programmes and Performance	Pre-Decision Scrutiny (Executive Decision on 3 November 2020)
Smarter Working Programme Update	Karen Cassar, Assistant Director – Highways Kevin Kendall, Assistant Director – Corporate Property	Pre-Decision Scrutiny (Executive Decision on 3 November 2020)
Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director - Commercial Arnd Hobohm, Serco Contract Manager	Performance Scrutiny

26 November 2020 – Virtual Meeting		
Item	Contributor	Purpose
Corporate Support Services Review Project – Scope, Market Update and Draft IMT Model	Sophie Reeve, Assistant Director - Commercial John Wickens, Assistant Director – IMT	Policy Development
Revenue Budget Monitoring Report 2020/21 – Quarter 2	Michelle Grady, Assistant Director - Strategic Finance	Pre Decision Scrutiny (Executive decision on 1 December 2020)
Capital Budget Monitoring Report 2020/21 – Quarter 2	Michelle Grady, Assistant Director - Strategic Finance	Pre Decision Scrutiny (Executive decision on 1 December 2020)
Treasury Management Performance Quarter 2 (1 July to 30 September 2020)	Karen Tonge, Treasury Manager	Performance Scrutiny

17 December 2020 – Virtual Meeting		
Item	Contributor	Purpose
Establishment of the Legal Services Company – Progress Report	David Coleman, Chief Legal Officer	Performance Scrutiny
Update on IMT Services	John Wickens, Assistant Director – IMT Donna Fryer, Head of Portfolio and Resources, IMT	Performance Scrutiny
Business World ERP System Re-Design – Progress Report	Louisa Harvey, ERP System Delivery Manager Andrew McLean, Assistant Director – Transformation, Programmes and Performance	Performance Scrutiny

28 January 2021		
Item	Contributor	Purpose
Performance Reporting against the Corporate Plan Performance Framework 2020-2021 - Quarters 1 and 2	Jasmine Sodhi, Performance and Equalities Manager	Pre Decision Scrutiny (Executive decision on 2 February 2021)
Service Budget Proposals 2021/22	Keith Noyland, Head of Finance - Communities	Budget Scrutiny (Executive decision on 2 February 2021) (Council Decision on 19 February 2021)
County Council Budget 2021/22	Michelle Grady, Assistant Director - Strategic Finance	Budget Scrutiny (Executive decision on 2 February 2021) (Council Decision on 19 February 2021)
Capital Strategy 2021/22	Sue Maycock, Head of Finance - Corporate Michelle Grady, Assistant Director for Strategic Finance	Pre-Decision Scrutiny (Executive decision on 2 February 2021)

25 February 2021		
Item	Contributor	Purpose
Treasury Management Performance Quarter 3 (1 October 2020 to 31 December 2020)	Karen Tonge Treasury Manager	Performance Scrutiny
Treasury Management Strategy Statement and Annual Investment Strategy 2021/22	Karen Tonge Treasury Manager Chris Scott, Link Asset Services	Pre-Decision Scrutiny (Executive Councillor Decision TBC)
Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director - Commercial Arnd Hobohm, Serco Contract Manager	Performance Scrutiny

Revenue Budget Monitoring Report 2020/21 – Quarter 3	Michelle Grady, Assistant Director - Strategic Finance	Pre Decision Scrutiny (Executive decision on 2 March 2021)
Capital Budget Monitoring Report 2020/21 – Quarter 3	Michelle Grady, Assistant Director - Strategic Finance	Pre Decision Scrutiny (Executive decision on 2 March 2021)

For more information about the work of the Overview and Scrutiny Management Board please contact Tracy Johnson, Senior Scrutiny Officer, on 01522 552164 or by e-mail at Tracy.Johnson@lincolnshire.gov.uk

FORWARD PLAN OF KEY DECISIONS FROM 02 NOVEMBER 2020

PUBLISH DATE 02 OCTOBER 2020

DEC REF	MATTERS FOR DECISION	REPORT STATUS	DECISION MAKER AND DATE OF DECISION	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE CONSIDERED	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, Newland, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
I020062	Council Budget 2021/22	Open	Executive 15 Dec 2020		Report	Assistant Director for Strategic Finance Email: michelle.grady@lincolnshire.gov.uk	All Divisions
I020523	County Council Budget 2021/22	Open	Executive 2 Feb 2021	Overview and Scrutiny Management Board	Report	Assistant Director - Strategic Finance Email: michelle.grady@lincolnshire.gov.uk	All Divisions

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