



County Offices
Newland
Lincoln
LN1 1YL

9 March 2021

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 **Wednesday, 17 March 2021 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=6067&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
WEDNESDAY, 17 MARCH 2021**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interest	
3	Minutes of the meeting held on 25 February 2021	5 - 14
4	Announcements by the Chairman, Executive Councillors and Chief Officers	
5	Consideration of Call-Ins	
6	Consideration of Councillor Calls for Action	
7	Developer Contributions Scrutiny Review - Executive Response and Action Plan <i>(To consider a report from Justin Brown, Assistant Director – Growth, on the Developer Contributions Scrutiny Review - Executive Response and Action Plan)</i>	15 - 24
8	Draft One Council Commissioning Framework 2021-2024 <i>(To consider a report from Sophie Reeve, Assistant Director, Commercial, on the Draft One Council Commissioning Framework 2021-2024, which is being presented to the Executive on 7 April 2021. The views of the Board will be reported to the Executive as part of its consideration of this item)</i>	25 - 34
9	Performance of the Corporate Support Services Contract <i>(To consider an update report from Sophie Reeve, Assistant Director, Commercial, and Arnd Hobohm, Serco Contract Manager, on the Performance of the Corporate Support Services Contract)</i>	35 - 42
10	Corporate Support Services Review (CSSR) - Update and Emerging Draft IMT Model <i>(To consider an update report from Sophie Reeve, Assistant Director, Commercial, and John Wickens, Assistant Director - IMT and Enterprise Architecture, on the Corporate Support Services Review (CSSR) - Update and Emerging Draft IMT Model)</i>	43 - 60
11	Update on IMT Services - User Engagement and Project Portfolio <i>(To consider an update report from Allison Kapethanasis, ICT Business Relationship and User Engagement Manager, and Donna Fryer, Head of Portfolio and Resources, on IMT Services – User Engagement and Project Portfolio)</i>	61 - 88

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| 12 | Establishment of the Legal Services Company - Progress Report
<i>(To consider a progress report from David Coleman, Chief Legal Officer, on the establishment of the Legal Services Company)</i> | 89 - 92 |
| 13 | Covid-19
<i>(To consider an update report from Michelle Andrews, Assistant Director – Corporate Recovery, on Covid-19)</i> | To Follow |
| 14 | Property Services Contract Year Five Report
<i>(To consider an update report from Stuart Wright, Contract Manager, Commercial Property on the performance of the Property Services Contract with VINCI Facilities Partnership Limited (VFPL) at the end of the fifth year of the contract with an interim update on year six)</i> | 93 - 110 |
- ITEM FOR INFORMATION ONLY**
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| 15 | 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> | 111 - 120 |
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Democratic Services Officer Contact Details

Name: **Nick Harrison**

E Mail Address nicholas.harrison@lincolnshire.gov.uk

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
25 FEBRUARY 2021**

PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)

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

Added Members

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

Councillors: M A Whittington and B Young attended the meeting as observers

Officers in attendance:-

Michelle Andrews (Assistant Director – Corporate Recovery), Debbie Barnes OBE (Chief Executive), Kiara Chatziioannou (Scrutiny Officer), Pam Clipson (Head of Finance, Adult Care and Community Wellbeing), Andrew Crookham (Executive Director Resources), James Drury (Executive Director Commercial), John Giblin (Strategic Communications Team Leader), Michelle Grady (Assistant Director for Strategic Finance), Nick Harrison (Democratic Services Officer), Tracy Johnson (Senior Scrutiny Officer), Natasha Langford (Corporate Project Support Officer, Resources), Sue Maycock (Head of Finance (Corporate)), Keith Noyland (Head of Finance - Communities), Mark Popplewell (Head of Finance (Children's Services)), Chris Scott (Link Asset Services), Jasmine Sodhi (Performance and Equalities Manager), Karen Tonge (Treasury Manager) and Nigel West (Head of Democratic Services and Statutory Scrutiny Officer)

85 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors B Adams and Mrs W Bowkett. It was reported that, under Regulation 13 of the Local Government Committee and Political Groups) Regulation 1990, Councillors S P Roe was replacing Councillor B Adams, and Councillor C R Oxby was replacing Councillor Mrs W Bowkett for this meeting only.

86 DECLARATIONS OF INTEREST

None received.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
25 FEBRUARY 2021**87 MINUTES OF THE MEETING HELD ON 28 JANUARY 2021

RESOLVED:

That minutes of the meeting held on 28 January 2021 be approved as a correct record and signed by the Chairman.

88 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS
AND CHIEF OFFICERSChairman's Announcements

The Chairman reported that he had attended the meeting of the Executive on the 2nd February and presented the comments from the Board on the Budget Proposals and the Performance Reporting against the Corporate Plan Performance Framework 2020/21 for Quarter 2. He had highlighted the Board's suggestion that it would be helpful to have planned milestones included in future reports and these had now been included in the Quarter 3 performance report.

In relation to the Councillor Call for Action considered at the last Board meeting he confirmed that the Highways and Transport Scrutiny Committee would be considering the request and the Board's advice at their next meeting on 8 March.

89 CONSIDERATION OF CALL-INS

None received.

90 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

None received.

91 TREASURY MANAGEMENT PERFORMANCE QUARTER 3 TO 31
DECEMBER 2020

Consideration was given to a report from the Treasury Manager, on the Treasury Management Performance Quarter 3 to 31 December 2020, comparing this to the Treasury Management Strategy and Annual Investment Strategy 2020/21 that was approved by the Executive Councillor for Resources and Communications on 20th March 2020. The report met the reporting requirements as detailed in the CIPFA Code of Practice for Treasury Management. The views of the Board would be passed onto the Executive Councillor for Resources and Communications.

The report highlighted the movement of key interest rates to 31st December 2020; Economic background and latest interest rate forecast; Investments activity and performance; Authorised lending and credit rating key; Investment analysis review at December; Borrowing: activity and performance and long term maturity profile at 31st December 2020.

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25 FEBRUARY 2021

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

- The report was helpfully laid out.
- It was noted that in the report it showed that Wokingham and Cardiff local authorities offered good rates of interest and it was explained that the rates indicated in the report varied due to the time the loans were taken out. The rates for the local authorities mentioned would have been taken out at a time when rates were relatively higher over a year ago. The interest rate was also dependent on the length of the investment.
- Councillor M A Whittington, Executive Support Councillor for Resources and Communications confirmed that he monitored interest rates and reputational risk in lending to Councils with officers on a regular basis. He reported that the County Council had recently signed up to a pilot scheme to look at the risk and reputation of other Councils re financial standing and financial activity.
- There was a £20M lending limit per local authority and a maturity limit of up to two years. This was the highest limit given and the longest maturity, reflecting the low Government risk of Councils. There was no cap on the total lending to the local authority sector as a whole.
- Local authority lending offered better returns for the lowest risk at present and it was noted that assets were kept relatively liquid at present due to current market uncertainty of cashflow.

RESOLVED:

1. That the report be noted;
2. That a summary of the comments made be passed on to the Executive Councillor for Resources and Communications in relation to this item.

92 TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY FOR TREASURY INVESTMENTS 2021/22

Consideration was given to a report from the Treasury Manager, which invited the Board to consider the Treasury Management Strategy Statement and Annual Investment Strategy for Treasury Investments 2021/22, which was due to be considered by the Leader of the Council on 11 March 2021. The views of the Board would be reported to the Leader of the Council as part of his consideration of this item.

The report recommended the approval of the Treasury Management Strategy Statement for 2021/22, including the Annual Investment Strategy Statement for Treasury Investments 2021/22 and the Minimum Revenue Provision Policy Statement contained within the Statement for the year ahead.

Since the report had been published there had been a number of minor changes resulting from the change in long term interest rate forecast that Link Asset Services had made following a recent Bank of England meeting. Amended reports had been circulated prior to the meeting to reflect these changes. Long term borrowing rates had risen by around 0.50% in response to the intimation from the Bank of England

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(BoE) at its meeting that it planned to spread the current £150bn tranche of QE over the whole year and had led to a bit of a sell-off in the gilt market. It was suggested that it would not be a big surprise if the BoE applied more downward pressure on yields, in the near-term, if it felt the market had become overly exuberant in its noting of the Bank's future intentions. The changes affected the following parts of the report: paragraphs 2.2.2 Graph and narrative; 2.2.6 Borrowing Interest Rates narrative; 2.3.5 Target Borrowing Rates; Annex A Interest Rate Forecasts from Link Annex B Economic Outlook from Link. Despite these changes there was no change to the Borrowing Strategy at paragraph 2.3.6.

The Treasury Management Strategy Statement was an annual statement that set out the expected treasury activities for the forthcoming year 2021/22. These activities included the Council's expected borrowing and treasury investments, cashflows and banking. Annual strategies for the Council's borrowing and treasury investments were included as part of the report, as well as the Council's Minimum Revenue Provision Policy Statement and the Annual Investment Strategy for Treasury Investments which set out the Council's policies for investing its surplus cash for the year ahead taking into account the risks involved.

It was reported that CIPFA (Chartered Institute of Public Finance and Accountancy) had recently issued a number of consultations on Treasury Management and borrowing codes. CIPFA was looking to strengthen the codes as a result of the Covid-19 pandemic and the increasing complexity of transactions. The consultation and proposals were welcomed and it was noted that the new codes would impact on the function in the next year.

Chris Scott, Link Asset Services, commented on the highlights of the report and indicated that the strategies set out in the report was sensible and appropriate to help manage the Treasury function. There had been a good performance in Quarter 3. He reassured the Board that the strategies were robust and reflected what had been learnt over the past year. The strategies could react to any unforeseen circumstances and were compatible with the Council's risk appetite.

The following points were confirmed:

- Training for members on Treasury management responsibilities had been included in the Councillor induction programme.
- There was flexibility in the strategies to react to any unforeseen changes over the coming year, such as in response to the Covid-19 pandemic. Interest rate forecasts were closely monitored and reacted to if changed.
- Link Asset Services reassured the Board that the strategies were robust and reflected what had been learnt over the past year. The strategies could react to any unforeseen circumstances and were compatible with the Council's risk appetite.

RESOLVED:

1. That the Board support the recommendations to the Leader of the Council, as set out in the report and outlined above;
2. That a summary of the comments made be passed on to the Leader of the Council as part of his consideration of this item.

93 PERFORMANCE REPORTING AGAINST THE CORPORATE PLAN
 PERFORMANCE FRAMEWORK 2020/21 - QUARTER 3

Consideration was given to a report from the Performance and Equalities Manager, which invited the Board to consider the Performance Reporting against the Corporate Plan Performance Framework 2020/21 - Quarter 3, which would be presented to the Executive on 2 March 2021. The views of the Board would be reported to the Executive as part of its consideration of this item. The report recommended to the Executive that the Quarter 3 performance for 2020/21 be considered and noted.

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

- The Board was pleased to see so many key activities and performance measures continuing to be achieved despite the difficult circumstances due to Covid-19.
- Paragraph 1.4.6.4 – the go live date for the Business World system had been delayed due to the impact of Covid-19 on workloads and sickness levels, along with difficulties of testing in a virtual environment. In addition, there had been system implications due to the quality of the current data which was being rectified. Going forward, there would be system safeguards, training, clear guidance and instructions would be designed and implemented to ensure data was compliant in future. The revised live date had been selected taking into account this, together with the avoidance of key service pressures eg the Council's financial accounts.
- Paragraph 1.4.8.3 – Mixed experiences were reported by councillors with the FixMyStreet App. Concerns were raised about the status of reported highway defects being updated to completed when no work had been undertaken, which had resulted in complaints being received by some councillors, including from parish councils who had experienced issues with the system. The Chief Executive stated that she would request a fundamental review of the FixMyStreet App be undertaken to look at the responses and communications provided to the customer in relation to the current status of reported incidents.

RESOLVED:

1. That the Board support the recommendation to the Executive, as set out in the report and outlined above;
2. That a summary of the comments made be passed on to the Executive in relation to this item.

94 COVID-19 UPDATE

Consideration was given to an update report from the Assistant Director – Corporate Recovery, on Covid-19. The report provided an overview of the work by the Local Resilience Forum (LRF), partners and Lincolnshire County Council (LCC) to manage Lincolnshire's response to the Covid-19 pandemic since the last report presented to the Board on the 28 January 2021.

The report highlighted the key data as of 22 February in relation to tests carried out, details of the testing programme, the number of cases, deaths and vaccinations carried out (by age group) and the public health measures introduced to mitigate the transmission of Covid-19. The report

Reference was given to the key milestone dates announced on 22 February by the Government for its road map out of lockdown as follows:-

March 8

- All schools return
- Allowed to meet outside with one other outside your household for outdoor recreation
- England care homes can have one named regular visitor provided testing and PPE
- Amend regulation for COVID-secure campaign activities for May elections

March 29

- Outdoor gathering of six people or two households
- Outdoor sports areas can open
- Organised adult and children's sports return subject to guidance
- Travel outside the local area allowed
- Not legally required to stay at home but work from home where can

April 12

- Non-essential retail opened, hairdressers and public buildings like libraries and museums
- Outdoor settings like alcohol takeaways, beer gardens, zoos and theme parks
- Indoor leisure like swimming pools and gyms
- Self-contained holiday accommodation, such as self-catering and camp sites

May 17

- Rule of six outdoors abolished
- Pubs, bars and restaurants to reopen
- Two households can mix indoors – with the rule of six applied in hospitality settings like pubs
- Cinemas, hotels, performances and sporting events reopen – though social distancing remains
- Up to 10,000 spectators could attend the very largest outdoor seated venues like football stadiums
- Up to 30 people would be able to attend weddings, receptions, funerals and wakes.

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June 21

- Remove limits of social contact and weddings
- Night clubs open
- Theatre performances open

July

- Life broadly back to normality

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

- That reference be included in the next report to the rates of infection in neighbouring Counties compared to Lincolnshire. There was some concern that traffic levels seemed to be high despite the current lockdown.
- It was welcomed that the report now included a comparison to the previous month's data as requested at the last meeting.
- There was some concern that the Board would not meet again after the March meeting until June due to the election. It was noted that there would be a scrutiny governance gap and the Board required guidance on how the scrutiny function of the Council would operate during this period. It was confirmed that this would be addressed in the next report to the March Board meeting.

RESOLVED: That the report be noted.

95 REVENUE BUDGET MONITORING REPORT 2020/21 - QUARTER 3 TO 31 DECEMBER 2020

Consideration was given to a report from the Assistant Director – Strategic Finance, which invited the Board to consider and comment on the Revenue Budget Monitoring Report 2020/21 - Quarter 3 to 31 December 2020, which would be presented to the Executive on 2 March 2021. The views of the Board would be reported to the Executive as part of its consideration of this item. The report recommended that the Executive noted the current position on the revenue budget and decided on any corrective action necessary.

The report provided an update on revenue spending compared with budgets for the financial year which started on 1 April 2020. The tables in the report showed the actual income and expenditure for the first nine months of the financial year to 31 December 2020, along with the forecasts for spending and a comparison of the forecasts against the approved budgets. The report gave an overview of the financial position and detailed information on each budget area. The financial impact of Covid-19 and other variances arising from the "business as usual" activity were considered separately in the report, with the combined position summarised in the Overall Financial Position section.

The overall revenue position was for a forecast underspend this year of £15.378m (excluding schools and Covid-19). There was also a forecast underspend on capital financing charges of £7.868m, this was excluded from this forecast position at this stage. It was planned that the capital financing underspend would be used to manage future fluctuations in the annual capital financing budget by transferring it to

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the capital financing earmarked reserve. It was estimated that the forecasted Covid-19 position may not be contained within the Government's emergency grant the Council received. An overall deficit of £2.212m was forecasted. Included in the forecast was an estimated additional grant of around £4.200m which could be claimed to cover some of the Council's losses of income. The general reserves at the end of the year would remain within the target range of 2.5% to 3.5%. The impact of the revenue budget forecast on the Council's resilience had been assessed and the conclusion was that the Council's financial resilience remained strong. There were healthy reserve balances and the Council would continue to strengthen the financial resilience as set out in the report.

The following point was confirmed:

- Paragraph 1.16 – The Covid-19 position had changed from a forecast surplus of £7.673m in Quarter 2 to a forecast deficit of £2.212m for the end of 2020/21 between the forecast expenditure and losses and the emergency Covid-19 grant received. However, the estimated costs and losses for the first quarter of 2021/22 were currently lower than the allocated fifth tranche of general emergency grant from the Government of £15.159m to cover these costs and losses. Following the first tranche of grants, in which the Council had done quite well, the Government had since created a Covid-19 relative needs formula which consisted of a mixture of deprivation and social care measures, and was now issuing grants based on this formula. The estimated costs and losses were currently lower than the allocated grant as they reflected what had been identified so far and the Council would continue to refine these estimated costs and losses for the first quarter of 2021/22.

RESOLVED:

1. That the Board support the recommendations to the Executive, as set out in the report and outlined above;
2. That a summary of the comments made be passed on to the Executive in relation to this item.

96 CAPITAL BUDGET MONITORING REPORT 2020/21 - QUARTER 3 TO 31 DECEMBER 2020

Consideration was given to a report from the Assistant Director – Strategic Finance, which invited the Board to consider and comment on the Capital Budget Monitoring Report 2020/21 – Quarter 3 to 31 December 2020, which would be presented to the Executive on 2 March 2021. The views of the Board would be reported to the Executive as part of its consideration of this item. The report recommended that the Executive noted the position on the capital programme and decided on any corrective action necessary.

The report provided an update on capital spending compared with budgets for the financial year which started on 1 April 2020. The tables in the report showed the net expenditure for the first nine months of this financial year to 31 December 2020, along with the forecasts for spending and a comparison of the forecasts against the

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latest revised budgets. The report gave an overview of the financial position and detailed information on selected capital programme schemes. The current forecasted position was an underspend of £18.587m (Block schemes £5.159m, Project schemes £13.427m). For the project schemes, the whole life budget was forecast to be overspent by £18.971m.

(Councillor S P Roe declared an interest as the North Hykeham Relief Road was discussed and he left at this point for the remainder of the meeting)

(Councillor N H Pepper gave his apologies as he had another appointment and left the meeting at this point)

Members of the Board asked a number of questions, when the following points were confirmed:

- As part of the Capital Strategy and improvements to the monitoring of the capital programme, there was now a Capital Review Group who were looking at business cases in an overarching way which included peer review and were determining whether projects were realistic and ensuring that risks were highlighted at an early stage., It was noted that there were now standardised business case templates and guidance on the information to be included which would ensure all relevant information was captured to be able to make more informed decisions. It also provided a reminder to officers on what information the scrutiny committees and the Executive would need to see. This was being gradually implemented and as a result business cases were coming through in a much better format.
- It was acknowledged that members would like the scrutiny process involved earlier in the larger projects.
- Highways schemes in particular needed to be better managed in terms of risks and forecasting. Future highways schemes, such as the North Hykeham Relief Road, should have more scrutiny of the risks going forward. It was recognised that not all risks could be mitigated against due to third party and contractor involvement. Specific schemes and projects in the capital programme were considered by the relevant scrutiny committee, such as the Special Schools capital scheme appraisals which were being brought forward to the Children and Young People Scrutiny Committee. It was suggested that it would be helpful for members of the Board if future Capital Budget Monitoring reports could include information about when a specific scheme had been considered by a scrutiny committee to highlight that it had already been examined.
- Training on finance and the scrutiny of major projects should be provided so that councillors had the skills and confidence to interrogate the financial information presented at the scrutiny committees. This training had been incorporated into the Induction programme for councillors after the elections on 6 May 2021.

10

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
25 FEBRUARY 2021**

RESOLVED:

- 1) That the Board support the recommendations to the Executive, as set out in the report and outlined above;
- 2) That a summary of the comments made be passed on to the Executive in relation to this item.

97 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK
PROGRAMME

Members were advised that this item was for information only.

RESOLVED: That the work programme be noted.

The meeting closed at 12.38 pm



Open Report on behalf of Andy Gutherson, Executive Director - Place

Report to:	Overview and Scrutiny Management Board
Date:	17 March 2021
Subject:	Developer Contributions Scrutiny Review - Executive Response and Action Plan

Summary:

On 05 January 2021 the Executive received a report on Developer Contributions, which was prepared by Scrutiny Panel A, on behalf of the Overview and Scrutiny Management Board. The Executive agreed to make arrangements to respond to the report by 05 March 2021. The Executive's response will:

1. Indicate which recommendations have been accepted: and
2. Where recommendations are accepted, to bring forward an action plan for their implementation.

Actions Required:

The Board is invited to receive the Executive's response to the report and to agree a plan to monitor and scrutinise the implementation of the agreed recommendations.

1. Background

In September 2020, the Executive Councillor for Economy and Place, Councillor C J Davie, with the backing of Group Leaders, asked Scrutiny Panel A to carry out an urgent short review of Developer Contributions to see how the County Council can maximise the benefits for local communities from such contributions.

The report on Developer Contributions was approved by the Overview and Scrutiny Management Board at its meeting on 17 December 2020. There were six recommendations contained in the report for the Executive's consideration.

On 05 January 2021 the Executive was invited to consider the report and assign responsibility to the relevant Executive Councillor(s) for responding to the report. As part of its response, the Executive is requested to indicate to the Overview and Scrutiny Management Board (OSMB) which recommendations in the report are accepted. Where recommendations are accepted, there is also a request for an

action plan, showing what steps are being taken to implement the recommendations, with projected timescales, where possible. This will enable the Overview and Scrutiny Management Board to monitor the implementation of any actions arising from the report.

The Executive Councillors and officers have met to establish the attached action plan.

The Executive Councillors are keen to ensure that the Council has a leading role in shaping and supporting the place of Lincolnshire for the future. The Executive Councillors also noted the discussion at the Scrutiny Panel and at OSMB on the role that planning policies play in helping to support communities for the future.

The Developer Contributions review has identified the importance of Lincolnshire County Council (LCC) setting a clear vision for the future of the county and of communicating that view to the Government, local planning authorities, developers, and the public.

The actions in the attached plan indicate the practical steps that will be taken, but the Executive Councillors were keen to ensure that the Council performs the role that it has in planning in a leading, directive, and proactive way. The principles that will be adopted in delivering the action plan are as follows:

Leadership statement – a clear statement to be prepared, and communicated to partners, setting out the Council's ambitions for the county's future and focusing on corporate priorities for the future, such as access to services across the whole of the area, and the achievement of low carbon targets.

Informed analysis of development - a commitment to improve and strengthen the way that departments across the whole of the Council advise the Executive on the cumulative impact of development on the corporate ambitions of the Council; local ward members to be supported in demonstrating how developments might impact on their area.

Strategy for securing developer contributions – based on the leadership statement and the analysis of proposed development, LCC will establish a clear position on the contributions it would require from any development. This will be a whole Council position and it will be clearly and proactively communicated to local planning authorities and to developers.

Communication – clarity in the way that we advise local planning authorities on the impact of planning applications. Use of expressions like "We do not support..." in order to give clarity to the local planning authority and the public of the Council's position on applications.

Transparency – publication of the Council's response to local planning authorities on our own website, so that the local planning authority, developers, and the community can understand the County Council's position on that application.

2. Conclusion

The Board is requested to consider the attached Action Plan and agree a plan to monitor and scrutinise the implementation of the agreed recommendations.

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	Developer Contributions – Executive Response Action Plan

5. Background Papers

The following background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
Report by Scrutiny Panel A on behalf of the Overview and Scrutiny Management Board	https://lincolnshire.moderngov.co.uk/documents/g5903/Public%20reports%20pack%2017th-Dec-2020%2010.00%20Overview%20and%20Scrutiny%20Management%20Board.pdf?T=10

This report was written by Warren Peppard, who can be contacted on 07880 505054 or Warren.Peppard@lincolnshire.gov.uk.

APPENDIX 1

**EXECUTIVE RESPONSE TO DEVELOPER CONTRIBUTIONS SCRUTINY REVIEW –
ACTION PLAN ARISING FROM RECOMMENDATIONS**

Recommendation	Recommendation Accepted? Yes/No	Initial Response	Action	Timescale	Lead Officer
<p><u>Recommendation 1</u></p> <p>That Lincolnshire County Council continues to oppose those aspects of the 'Planning for the future' White Paper which will limit the Council's ability to ensure that new developments have as little negative impact as possible on existing residents, communities, and businesses.</p>	<p>Yes</p>	<p>It is imperative that national planning frameworks do not contradict our ambitions for the future of Lincolnshire.</p> <p>Therefore strong responses will be made to future consultations.</p>	<p>To produce a response to planning consultations – all responses to be signed off by the Executive Councillors for Place and for the Environment.</p>	<p>To be determined by Government consultation timetables</p>	<p>Vanessa Strange – Head of Infrastructure Investment</p>
<p><u>Recommendation 2</u></p> <p>That officers continue to work with developers, building a strong relationship so that developers continue to see Lincolnshire County Council as a partner with whom to engage and whose priorities should be adhered to, whatever the recommendations that are made through new legislation next year.</p>	<p>Yes</p>	<p>The Council's relationship with developers is critical so that they understand the type of communities that we expect Lincolnshire to have in the future.</p> <p>Providing clear guidance to developers, but being proactive and accessible to them, is essential.</p>	<p>A leadership statement will be produced, setting out the Council's ambitions for the county's future.</p> <p>Regular meetings will be held of a developers forum to provide clarity to developers of the Council's expectations.</p>	<p>Continual</p>	<p>Warren Peppard – Head of Development Management</p>

APPENDIX 1

Recommendation	Recommendation Accepted? Yes/No	Initial Response	Action	Timescale	Lead Officer
<p><u>Recommendation 3</u></p> <p>That the Council establishes a strategic approach to requesting, co-ordinating, and monitoring Developer Contributions. The Executive Councillor for Commercial and Environmental Management and the Executive Councillor for Economy and Place should work with the Head of Development Management in its establishment.</p>	<p>Yes</p>	<p>Alternative version.</p> <p>The Council's relationship with local planning authorities is as critical as its relationship with developers.</p> <p>Local planning authorities need to understand in advance the impact of developments on the community and on the services that the County Council provides to those communities.</p> <p>During the next electoral term we will be much clearer in the way that we articulate these.</p>	<p>Alternative version.</p> <p>A leadership statement will be produced and communicated to all local planning authorities.</p> <p>Services within the Council will be supported in analysing the impact of proposed developments, and they – and input from ward members - will be used to advise Executive Councillors of the contribution that is to be sought from developers.</p> <p>The Council's comments on planning applications will be posted in full on the Council's website.</p>	<p>Sept 2021</p>	<p>Warren Peppard – Head of Development Management</p>

APPENDIX 1

Recommendation	Recommendation Accepted? Yes/No	Initial Response	Action	Timescale	Lead Officer
<p><u>Recommendation 4</u></p> <p>On those occasions where a scheme cannot viably fulfil all requests for Developer Contributions, then the Executive should decide which schemes should be prioritised using a published escalation process. The Executive Councillor for Commercial and Environmental Management and the Executive Councillor for Economy and Place should work with the Head of Development Management in its establishment.</p>	Yes	<p>Executive Councillors and senior officers to agree a corporate strategic vision of what LCC want from major development (as above).</p> <p>Strategic scheme prioritisation is also to be established, to facilitate future decision making.</p>	A Developer Contributions Escalation Process to be established and approved by the Executive.	Sept 2021	Warren Peppard – Head of Development Management

APPENDIX 1

Recommendation	Recommendation Accepted? Yes/No	Initial Response	Action	Timescale	Lead Officer
<p><u>Recommendation 5</u></p> <p>An Infrastructure Funding Statement should be produced annually by the Executive in line with the requirements in the Community Infrastructure Levy Regulations 2019.</p>	<p>Yes</p>	<p>The Infrastructure Funding Statement is a procedural requirement. However, if it is only seen as a procedural requirement then its purpose is missed.</p> <p>LCC has a leading role in the planning process and in supporting communities for the future. Therefore it is essential that the audience for this Infrastructure Funding Statement is the wider public – it should be readily available and written in plain English to show the public how LCC has sought to represent their interests in seeking developer contributions from planning applications.</p>	<p>The IFS to be produced for approval by the Executive.</p>	<p>Annually</p>	<p>Vanessa Strange – Head of Infrastructure Investment</p>

APPENDIX 1

Recommendation	Recommendation Accepted? Yes/No	Initial Response	Action	Timescale	Lead Officer
<p><u>Recommendation 6</u></p> <p>That the Executive approves the implementation of the Councillor Engagement Action Plan attached at Appendix A.</p>	<p>Yes</p>	<p>The Councillor Engagement Action Plan will be implemented in the new Council term.</p>	<p>The actions are set out in Appendix A.</p>	<p>On-going</p>	<p>See below</p>

APPENDIX A

Councillor Engagement Action Plan

Objective	Action	Evidence	Lead	Completion date
<p>1. Ensure all councillors are aware of the Developer Contributions process and their role in the process.</p>	<p>Democratic Services will arrange training for councillors as part of their induction after the May local elections and on-going Councillor Development sessions to be arranged by Local Plan areas. Training to include:</p> <ul style="list-style-type: none"> • Overview of the Planning Process • What are Developer Contributions? • The Developer Contributions process • LCC role vs District Council role • The role of the local member in the Developer Contributions process <p>Short guide for councillors including a flow chart of the planning process</p>	<p>A date is being identified for an induction session after the May local elections.</p>	<p>Nigel West - Head of Democratic Services / David Hair – Member Services Manager / Warren Peppard – Head of Development Management</p> <p>Warren Peppard – Head of Development Management</p>	<p>To be agreed by Democratic Services</p>
<p>2. Improve the process for councillor notification of planning applications in their divisions and their engagement in identifying potential uses for Developer Contributions.</p>	<p>Councillors will receive emails with notification of any planning applications in their divisions. Emails will outline a process that is accessible to all councillors, explain what is expected of councillors in their response and cover all areas of the Council.</p> <p>Councillors will input into the development of a list of potential local schemes in their area to fund through Developer Contributions, via the on-going councillor development sessions to be arranged by Local Plan areas.</p>		<p>Warren Peppard – Head of Development Management</p>	<p>To follow objective 1</p>

APPENDIX A

Objective	Action	Evidence	Lead	Completion date
3. Training for officers in the relevant service areas to raise awareness of the role of councillors and provide them with the knowledge and skills to answer queries from their constituents, parish councillors and general public concerning Developer Contributions.	The Development Management Team will develop a training package for relevant officers to raise awareness of the role of county councillors and provide them with the knowledge and skills to answer queries from parish councillors and the general public regarding Developer Contributions.		Warren Peppard – Head of Development Management	To follow objective 1
4. To improve awareness of the County Council's role in the Developer Contributions process to the public, and parish / district councils.	The Communications Team will develop a Communications Strategy to provide podcasts and guidance to parish/town councils and district councils, and to place on the County Council's website and in libraries to provide clarity of the County Council's role in the Developer Contributions process.		Communications Team	To follow objective 1



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

Report to:	Overview and Scrutiny Management Board
Date:	17 March 2021
Subject:	Draft One Council Commissioning Framework 2021-2024

Summary:

This report invites the Overview and Scrutiny Management Board to consider a report on the Draft One Council Commissioning Framework 2021-2024, which is being presented to the Executive on 07 April 2021. 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 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 the Draft One Council Commissioning Framework 2021-2024 at its meeting on 07 April 2021.

2. Conclusion

Following consideration of the attached report, the Board is requested to consider whether it supports the recommendation 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 at its meeting on 07 April 2021.

3. Consultation

The Board is being consulted on the proposed decision of the Executive on 07 April 2021.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Draft One Council Commissioning Framework 2021-2024 to be presented to the Executive at its meeting on 07 April 2021

5. Background Papers

The following background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
Lincolnshire County Council Corporate Plan	Link to Corporate Plan
Lincolnshire County Council Corporate Peer Challenge Feedback Report September 2019	Link to Feedback Report

This report was written by Sophie Reeve, Assistant Director - Commercial, who can be contacted on sophie.reeve@lincolnshire.gov.uk.

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

Report to:	Executive
Date:	07 April 2021
Subject:	Draft One Council Commissioning Framework 2021-2024
Decision Reference:	I021971
Key decision?	No

Summary:

This Council has an opportunity to set out its ambition for commissioning, enabling us to fulfil the expectations of our communities through delivering our Corporate Plan.

Our One Council Commissioning Framework outlines our definition of commissioning and our vision, aim and principles.

This report provides the draft One Council Commissioning Framework in Appendix A, following extensive engagement with officers across the Council and feedback from the Corporate Leadership Team (CLT) and senior members.

Recommendation(s):

That Executive approves the One Council Commissioning Framework, as set out in Appendix A.

Alternatives Considered:

Retain the existing approach to commissioning with no change.

The advantages would be;

- It is reasonably well understood.

The disadvantages would be;

- It denies us the opportunity to add to and improve our approach.
- It prevents us from more closely reflecting the Corporate Plan in a One Council approach.

Reasons for Recommendation:

The proposed new Commissioning Framework creates a vision and an ambition for Council commissioning closely aligned to the Corporate Plan and puts residents at the centre of what we do. At the same time it retains the key strengths of the current approach and benefits from consideration of the approaches taken by other authorities.

1. Background

- 1.1 In 2020, the Council undertook a piece of work with external consultants, Impower, to review the current commissioning model and overall approach in use across the Council to consider how current commissioning practices could be more effective. This was partially in response to the Peer Review in December 2019 which found that commissioning activity within the Council could be improved by placing it in a 'One Council' corporate context. The Impower work also noted the scope for having a consistent and common ambition for and approach to commissioning.
- 1.2 Currently the Council has a definition of what commissioning is and some principles which underpin it have not been reviewed for a number of years. There is no commissioning vision or overall objective and it does not reflect the Council's Corporate Plan.
- 1.3 An officer Strategic Advisory Group on commissioning was set up with a senior representative from each Directorate. Each Directorate representative also established a Working Group of officers to enable cross Council engagement in the project.
- 1.4 The Strategic Advisory Group was asked to propose a new commissioning framework and reviewed the work of other Councils who had looked at commissioning recently and found some common themes including:
 - The continued use of the Analyse, Plan, Do, Review model.
 - A focus on outcomes and evidence based decision making.
- 1.5 A One Council Commissioning Framework has been drafted to set an inclusive ambition and to establish a commissioning vision and overall objective and core principles and is attached at Appendix A.
- 1.6 The Framework retains some of the existing Council approach such as the four stages of commissioning (Analyse, Plan, Do, Review) and relevant elements from other authorities. However the biggest influence has been the Council's Corporate Plan and the proposed new commissioning framework closely mirrors that with an increased emphasis on listening, collaboration and partnership, supporting local business and the environment.

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.

The draft Commissioning Framework sets out the guiding vision and strategic ambitions for commissioning across the Council. It is expected to impact positively on people with a protected characteristic as set out below. No negative impacts on people with protected characteristics have been identified and this will be in part because of the overarching nature of the Framework. It is more likely that these will be identified as a result of specific commissioning activity under the Framework and at that time due regard to the Council's equality duties will be given.

The creation of a new One Council Commissioning Framework, establishing a vision, aim, key principles and defining commissioning in the context of the Corporate Plan will link commissioning more closely to delivery on the key strategic ambitions of the Corporate Plan, many of which are aimed at improving outcomes for older people and young people and those with a disability. At the same time under the proposed One Council Commissioning Framework the Council is committed to improving services to service users any of whom may have protected characteristics by:

- Listening more to its residents to better understand needs and aspirations and to shape services accordingly to improve outcomes.
- Maximising independence.
- Increasing integration in the commissioning of services to reduce gaps in services.
- Improving the way we commission services to help make public funding go further in the provision of services.
- 'Buying local' to support and strengthen the county's economy and those people with protected characteristics working in the local economy.

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.

The contents of the draft Commissioning Framework have had due regard to both the JSNA and the JHWS and will support delivery of the Corporate Plan which contains ambitions for the health and wellbeing of the Council's area and residents.

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.

Due regard has been had to crime and disorder matters. The Commissioning Framework will apply across the Council's services including those in the area of public protection which deal with crime and disorder reduction.

3. Conclusion

3.1 The draft new One Council Commissioning Framework in Appendix A outlines our definition of commissioning and our vision, aim and principles. It is closely aligned to the Council's Corporate Plan and puts residents at the centre of what we do whilst seeking to build our locality.

4. Legal Comments

The Council has the power to adopt the proposed Commissioning Framework.

The decision is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments

This report outlines our One Council Commissioning Framework and as such does not directly impact on the Council's resources. However, the application of the framework will impact on the Council's finances and it is expected that these impacts will occur through our normal budget and spend processes.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The proposal in this report will be considered by the Overview and Scrutiny Management Board on 17 March 2021 and the comments of the Board will be reported to the Executive.

d) Risks and Impact Analysis

The equality impact is referred to above. There is a risk that the Commissioning Framework is developed and then "put in a drawer". This risk is mitigated by the high level of engagement with and from all areas of the Council in developing the Framework but it will continue to depend on strong management buy in.

7. Background Papers

The following Background Papers within section 100D of the Local Government Act 1972 were used in the preparation of this Report.

Document title	Where the document can be viewed
Lincolnshire County Council Corporate Plan	Link to Corporate Plan
Lincolnshire County Council Corporate Peer Challenge Feedback Report September 2019	Link to Feedback Report

This report was written by Sophie Reeve, Assistant Director - Commercial, who can be contacted on sophie.reeve@lincolnshire.gov.uk.

PROPOSED

Lincolnshire County Council Draft One Council
Commissioning Framework 2021-2024

What do we mean by Commissioning?

“Commissioning is the process for deciding how to use the total resources available to meet needs and improve outcomes in the most efficient, effective and sustainable way.”

We are a local authority, offering our residents and communities the services they need, operating in a political environment with statutory obligations that we must fulfil, including supporting and safeguarding our most vulnerable residents. Our Corporate Plan demonstrates our ambition for Lincolnshire, the outcomes we aspire to achieve and our One Council approach – working consistently as one team for Lincolnshire. All commissioning takes place within this context.

Commissioning is an important part of what we do and shapes so many of our interactions with our residents and communities. It is the process by which the needs and demand of our residents and communities are analysed, plans are put in place, services are delivered and all outcomes are monitored.

The commissioning process enables the Council to decide how to use the total resources available (including finances, physical assets, data, providers, workforce, community assets and our residents) to meet needs and improve outcomes in the most efficient, effective and sustainable way. Public bodies achieve their objectives through a variety of routes, including delivering services themselves, purchasing from external organisations (contracting with our suppliers) or by influencing and working with partners as part of a Lincolnshire-wide approach or by enabling individuals to commission their own services for example through direct payments, or a combination of these. In broad terms this process can be described as ‘commissioning’.

The commissioning cycle is a continuous process that supports the development of new services and their ongoing improvement to meet the needs of service users. Commissioning comprises a range of activities across four key stages:

- **Analyse** – Understanding the type and volume of people's needs, identifying priorities and outcomes that are to be met, using forward-looking projections & modelling based on evidence, intelligence and analysis which provides insight into the consequences (both financial and in population outcomes) of commissioning decisions;
- **Plan** – Reviewing options for delivery based on known and future needs, to select the best way forward, designing and planning services to meet our intended outcomes and manage demand, choosing the best delivery model so that people's needs can be met in the most effective, efficient and sustainable ways;
- **Do** – Securing and implementing the chosen delivery model to achieve the desired outcomes, finding the right partners or suppliers if external provision is appropriate; and

- **Review** – Managing, reviewing and monitoring the service for customer experience, quality and value to evaluate the impact of the intervention and provide evidence informed reports to decision makers on how well needs and outcomes are being met over time and how these may be changing.

Our vision

When we commission services, we will tailor services to the needs of our residents and communities, seeking to maximise independence, build resilience and enhance every individual's strengths. We will use an intelligence informed approach which manages demand and maximises Lincolnshire's resources, through joining up services with partners where appropriate and possible.

Our overarching aim

We will use the Council's purchasing power ethically and fairly to secure social value, promote economic productivity and local business growth, and support community needs and priorities so that people have the opportunity to enjoy life to the full and have high aspirations, whilst protecting the environment for the future.

Our principles

- **Resident focused** – We will listen to residents and communities to better understand the needs and aspirations of Lincolnshire's people and to shape services accordingly.
- **Evidence based** – All aspects of commissioning will be forward looking and informed by robust evidence, analysis, intelligence, projections and modelling.
- **Working in partnership** – We will make best use of Lincolnshire's resources by co-commissioning and co-producing solutions with our partners, **communities** and suppliers, where opportunities present.
- **Delivering good value outcomes** – We will commission for sustainable and effective outcomes for Lincolnshire, offering safe, quality services and good value (*outcomes – the direct results or benefits for individuals, families, groups, communities, organisations, and/or systems*).
- **Championing Lincolnshire** – We will commission to build our local economy, local sustainability, local communities and to support our local environment.
- **Innovate** - We will design our services using technology to transform the way we meet customer and community need.

Our commissioning processes will be underpinned by the following principles:

- **Locally driven** – Councillors will be at the heart of shaping and making strategic decisions and ensuring commissioning delivers against the outcomes in our Corporate Plan.
- **Robustness** – Options appraisals will enable informed decision making and consider the best service delivery model from Council delivery in-house through to procuring external suppliers for delivery.
- **Performance** – All those delivering services will be held accountable for effective service provision that delivers the required outcomes and meets the needs of our residents and communities.
- **One Council** - the commissioning cycle will be managed consistently across the Council.



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

Report to:	Overview and Scrutiny Management Board
Date:	17 March 2021
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 October 2020 and February 2021. The last report to the Overview and Scrutiny Management Board was on 29 October 2020.

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 October 2020 and February 2021 (months 67 to 71 since the service commencement date 1 April 2015). The performance report introduces a new section as requested by the Board identifying any KPI changes over the past 12 months (see section 5).

3. Performance

Table 1 below provides the summary Red/ Amber/ Green (RAG) status of the Key Performance Indicator (KPI) results from September 2020 to February 2021.

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 general suspension of service credits in the early stages of the crisis last year, which ended on 30 June (30 November for the CSC), some specific instances of Covid-related mitigation have continued during this reporting period. These are outlined in Table 3.2 below. This has allowed Serco to continue to deploy its resources in the most effective way to support the Council in its response to Covid-19.

Table 1: Overall KPI Summary Performance

(All Services) Contract Performance	Number of KPIs					
	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21
TSL achieved	33	33	32	33	34	35
MSL achieved	0	0	0	0	1	0
Below MSL	0	0	0	0	0	0
Mitigation	7	7	8	7	5	5
TOTAL	40	40	40	40	40	40

4. Exceptions

No KPIs failed to meet MSL (Red status) during the current reporting period.

Table 2 sets out the KPIs which failed to meet the TSL (Amber status) during the review period together with commentary.

Table 2: KPIs which failed to meet TSL, Oct 20 – Feb 21:

KPI Ref No	Short Description	TSL	Actual	Comment, impact, resolution
PM_KPI_01 (Jan)	% of Payroll Recipients paid on the Payment Date per month	99.90%	99.89%	Last fail was May 2016 (99.76 Amber) – this was an uncharacteristic and isolated miss, no specific rectification requirement identified. The effect of the failure was one person not paid on time.

Tables 3.1 and 3.2 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 3.2 specifically identifies mitigation directly associated with Covid-19.

Table 3.1: Details of KPI Mitigation, Oct 20 – Feb 21:

KPI Ref No (period in mitigation)	Short Description	Reason for granting Mitigation	Impact	Path to Green
ACF_KPI_03 (Oct-Nov, Jan-Feb) ACF_KPI_04 (Oct-Feb)	% 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 automatically as a result of how the contract works 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 has to use two systems - Mosaic and Abacus, which hinders their ability to meet the 15-day target which was probably over optimistic. LCC and Serco have however been working closely to optimise the service by streamlining the supporting evidence required.	The end-user experience has improved because there is now no backlog of cases as a result of the optimisation work.	KPI 03 and 04 have been re-drafted and the intention is to match Serco's obligations to the requirement on the Council to carry out assessments within 28 days. These are currently undergoing review by LCC and Serco to ensure effectiveness, with a view to go-live from 1 March.

KPI Ref No (period in mitigation)	Short Description	Reason for granting Mitigation	Impact	Path to Green
ACF_KPI_10 (Oct-Feb)	% 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 Council's 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. (The abatement points for this KPI are being temporarily redistributed to the other ACF KPIs)	Mosaic finance project continues to implement a phased introduction of services which are paid through Mosaic. 2020 saw the following services successfully being paid through Mosaic: Community Supported Living, Foster Carer Payments and Direct Payments for Children's, Carers and Adults. Plans are now in place to phase in residential nursing and home care payments, with an expected go-live of 1 December 2021. Both are dependent on other finance related projects coming to fruition in the meantime; such as the upgrade to the Abacus finance system, the home care contract retender and the move to "net to gross" payments for res nursing. Mosaic implementation is being driven by the LCC Mosaic Finance Board. <i>There is now a case for this KPI to be removed. It is no longer a key indicator - backlogs were a significant issue at the start of the contract and so this measure was established. Following optimisation work, the Assessments team are now in a steady state - up to date with incoming cases, and the annual reviews of all cases are complete by September each year.</i>
CSC_KPI_12 (Nov-Feb)	% of callers the CSC attempt to contact to discuss Access Channel Preferences.	This is a new KPI. Systems not ready yet – still requires: 1. Upgrade to Verint EMPro. 2. Avaya upgrade to v8, then 3. Enterprise Feedback Management system.	n/a. (The abatement points for this KPI are being temporarily redistributed to the other ACF KPIs)	Systems readiness. Expected date of readiness is 1 January 2022. The Council is responsible for the Avaya upgrade which needs to be completed before the KPI can be measured.

Table 3.2: Details of KPI Mitigation specifically as a result of Covid-19, Oct 20 – Feb 21:

KPI Ref No (period in mitigation)	Short Description	Reason for granting Mitigation	Impact	Path to Green
CSC_KPI_04 (Oct-Dec)	% of total Calls that are Abandoned Calls	<p>Covid notably increased the handling time per call, which continues to be a pressure.</p> <p>At the same time the Council was asking the CSC to support a Covid response by asking Serco to carry out new activities such as Click & Tip, Libraries Click & Collect, and communicating with the Clinically Extremely Vulnerable community.</p>	Overall abandoned rates have returned to normal.	<p>Since the last report this measure has moved from Red to Green (Feb 5.25%, Jan 5.01%). The average abandoned rate for October to December was 8.95% (Amber). June to September was 11.15% (Red). The TSL is 7% and the MSL is 10%.</p> <p>The previously high abandon rate in the Children's and Adults teams have steadily come under control into January.</p>
IMT_KPI_09 (Oct-Dec)	% 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.	Issue resolution has returned to normal.	Since the last report this measure has moved from Red to Green (Feb 96.33%, Jan 96.65%). The average achievement rate for October to December was 90.33% (Amber). March to September was 82.78% (Red). The TSL is 95% and the MSL is 85%.
IMT_KPI_14 (Oct-Feb)	% 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.	Since the last report this measure has moved from Red to Amber . The average achievement rate for October to February improved to 91.79% (Amber). March to September was 89.02% (Red). The TSL is 95% and the MSL is 90%.

5. KPI Changes

There are currently 40 Key Performance Indicators in total for the Serco support services contract, and at any one time some may be in a process of review. The outcome of a review may effect no change, a re-draft of the KPI or its machinery, or a closure and replacement with a completely new KPI. The purpose of these changes is to respond to external factors and to changing Council priorities so that measures continue to be relevant to the overall management of the contract.

Table 4 summarises the changes which have been made to KPIs in the past 12 months.

Table 4: Details of KPI changes, Mar 20 – Feb 21:

KPI	KPI Description	Previous			Revised			Change Date	Description of Change	Reason for Change	Current Status
		pts	TSL	MSL	pts	TSL	MSL				
CSC_KPI_01	% of all Contacts received through Digital Access Channels per month	50	34.55	31.55				31/10/2020	This KPI was decommissioned on 31/10/20 and will be replaced with a new KPI (12).	The development of digital channels by Serco as envisaged at the start of the contract	
CSC_KPI_12	% of callers the CSC attempt to contact to discuss Access Channel Preferences.				50**	30*	20*	01/11/2020	A revised KPI replacing KPI 01. *TSL/ MSL tba	has been superseded by the Council taking responsibility for the deployment of digital solutions.	This KPI will go live on 1 November and the associated abatement points** have been redistributed to the remaining CSC measures in the meantime.

6. Green Trend Analysis

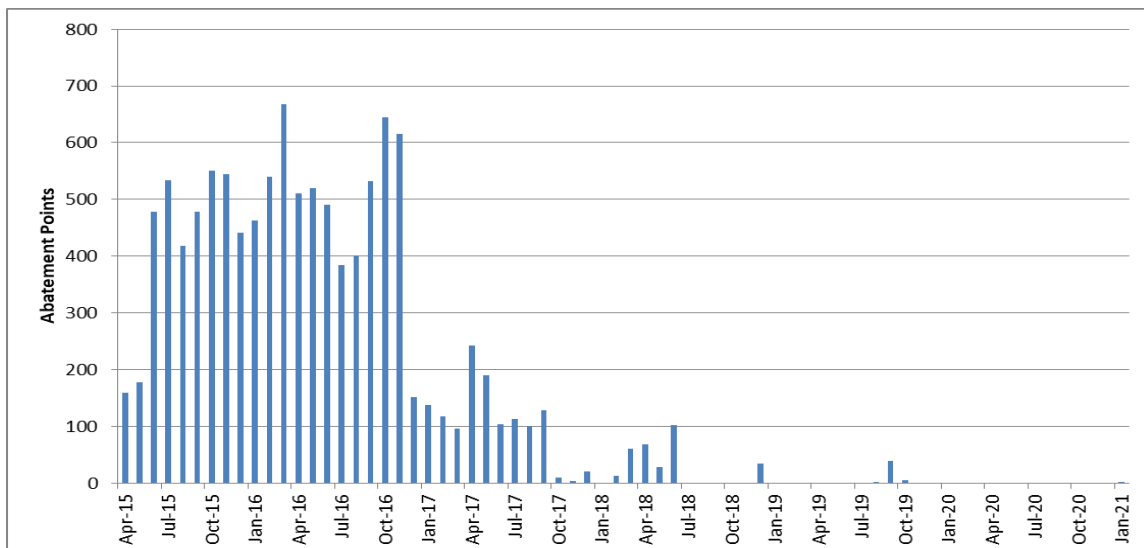
This section aims to note any significant changing trends in those KPIs which have met the TSL, but may be showing signs of significant performance change - deterioration or improvement. This Green KPI trend data has been tracked from April 2018 to February 2021.

81% 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 slight reduction compared to September 2020 when the result was 87%, however still an overall long-term improvement compared to the position in November 2019, when 68% of the Green KPIs were stable or improving.

7. Abatement Points

Table 5 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 5: Total monthly abatement points from contract start to Feb 2021:



8. Conclusion

KPI Performance Summary - October 2020 to February 2021:

The general picture has continued to be one of good performance overall during this review period and the majority of KPIs are being delivered at and above TSL. The number of KPIs in mitigation specifically as a result of Covid-19 fell to just one (IMT KPI 14 - end user device patching) in January and February.

The CSC has continued to be under significant pressure, showing some sharp increases in abandoned call rates towards the end of 2020. However, the situation has been much improved in January and February, and Serco deployed additional resource in response to the continuing high call handling times in the Care and Wellbeing Hub and also no longer required Council support.

The dedicated Covid-19 line established at the start of the crisis continues to operate, and after a quiet summer last year, has seen significant activity in November and January, and also in February for outbound calls.

Serco Highlights for the review period - October 2020 to February 2021:

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

9. Consultation

a) Risks and Impact Analysis

Not Applicable

10. 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 James Drury, Executive Director - Commercial

Report to:	Overview and Scrutiny Management Board
Date:	17 March 2021
Subject:	Corporate Support Services Review (CSSR) - Update and Emerging Draft IMT Model

Summary:

This report provides an update for the Overview and Scrutiny Management Board (OSMB) on the Corporate Support Services (CSSR) project and the further development of a potential new model for future IMT services. It seeks the Board's views on the emerging draft IMT model.

Actions Required:

The Board is requested to consider the report and presentation, and provide feedback on the emerging draft model for future IMT services.

1. Background

The Corporate Support Services Review (CSSR) Project has been established as part of the Council's Transformation Programme to support informed decision making around the future delivery of services in the current Corporate Support Services Contract we have with Serco. This contract will reach its natural conclusion in March 2024, as further extensions are not possible beyond then, and as such the Council needs to have alternative arrangements in place for 1 April 2024 at the latest.

The intention is to report progress to OSMB at regular intervals to coincide with the existing quarterly updates on the performance of the existing corporate support services contract. This is the second of such reports and deals with the emerging model for future IMT services.

The briefing slides attached at Appendix A build on the presentation provided to OSMB on 17 December 2020, which explored the high level design for future IMT services and the main drivers and principles for the new IMT model.

Having established that moving from a 'prime provider' (where a single supplier provides the bulk of our IMT service delivery) to a 'multi-source provider' model (where the Council commissions services from a range of specialist IT providers),

would better meet the Council's future needs, this presentation outlines the services which may be best suited to specialist providers and how the in-house IMT team would need to operate under this model. It also details work being undertaken to provide assurance around the emerging model, proposals for an evolutionary and smooth transition to the new arrangements and mitigation of other key risks.

This briefing will be presented at OSMB to facilitate discussions and explore the work undertaken to date.

2. Conclusion

The work embarked upon to date suggests the emerging draft model for IMT services would best meet the Council's future needs and more detailed market engagement should now be conducted to develop detailed proposals and help us clearly understand the options and opportunities available for each individual service.

3. Consultation

a) Risks and Impact Analysis

The key risk for this work not being undertaken now is that the Council will be unable to make an informed decision in April 2022. After that time some options become unviable, due to the required implementation timeframes, and as a result the Council's choice would be limited.

A full risk log is maintained for the CSSR project and monitored through weekly reporting to the Project Sponsor (Sophie Reeve) and the Transformation Programme Management Office, with supplementary monthly reporting to the Transformation Governance Board and the Corporate Leadership Team.

An initial Equality Impact Assessment has been undertaken. This will be updated for each work-stream within the CSSR project as the options appraisal work commences for each service in scope.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Presentation to be provided to OSMB on 17 March 2021

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 Sophie Reeve and John Wickens, who can be contacted on 07717340625 / 01522 553651 or sophie.reeve@lincolnshire.gov.uk / john.wickens@lincolnshire.gov.uk.



Transformation Programme

Corporate Support Services Review Project

Briefing for OSMB

- Recap on previous engagement and steer
- An emerging model for future IMT service delivery

James Drury, Sophie Reeve and John Wickens
17th March 2021



Transformation Programme

Corporate Support Services Review

Recap of Steer on Scope & BPO Providers

Sophie Reeve

Assistance Director, Commercial

Background and refresher

The Corporate Support Services Review Project (CSSR) has been established to facilitate informed decision making with regards to the future delivery for services currently provided through our contract with Serco, as this is due to expire at the end of March 2024, having reached the maximum duration possible.

Between September and December 2020 we engaged with CLT, the IMT Portfolio Holder, the Leader of the Council and OSMB regarding i) the scope of services to be included in the CSSR project, ii) the suitability of a new BPO type provider and iii) the principles for a new model for IMT service delivery.

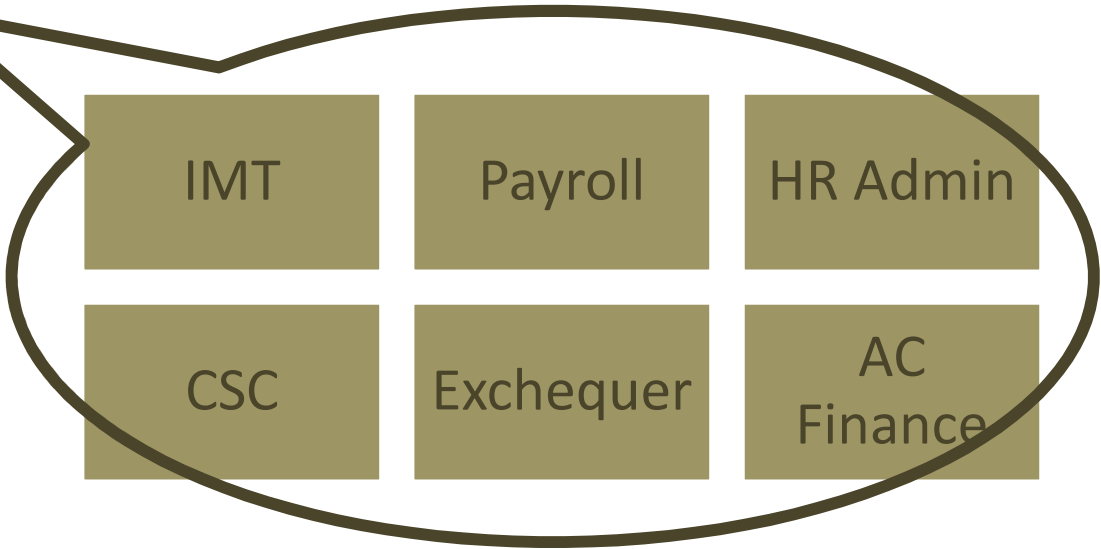
At this stage we are seeking input on:

- The emerging model for the future delivery of our IMT services

From April 2021 we will begin to explore the options for the remaining services in the current contract, whilst continuing to develop the IMT model through in-depth market engagement and service analysis.

Reminder: Scope – Recap and outcome of engagement between Sept and Dec 2020

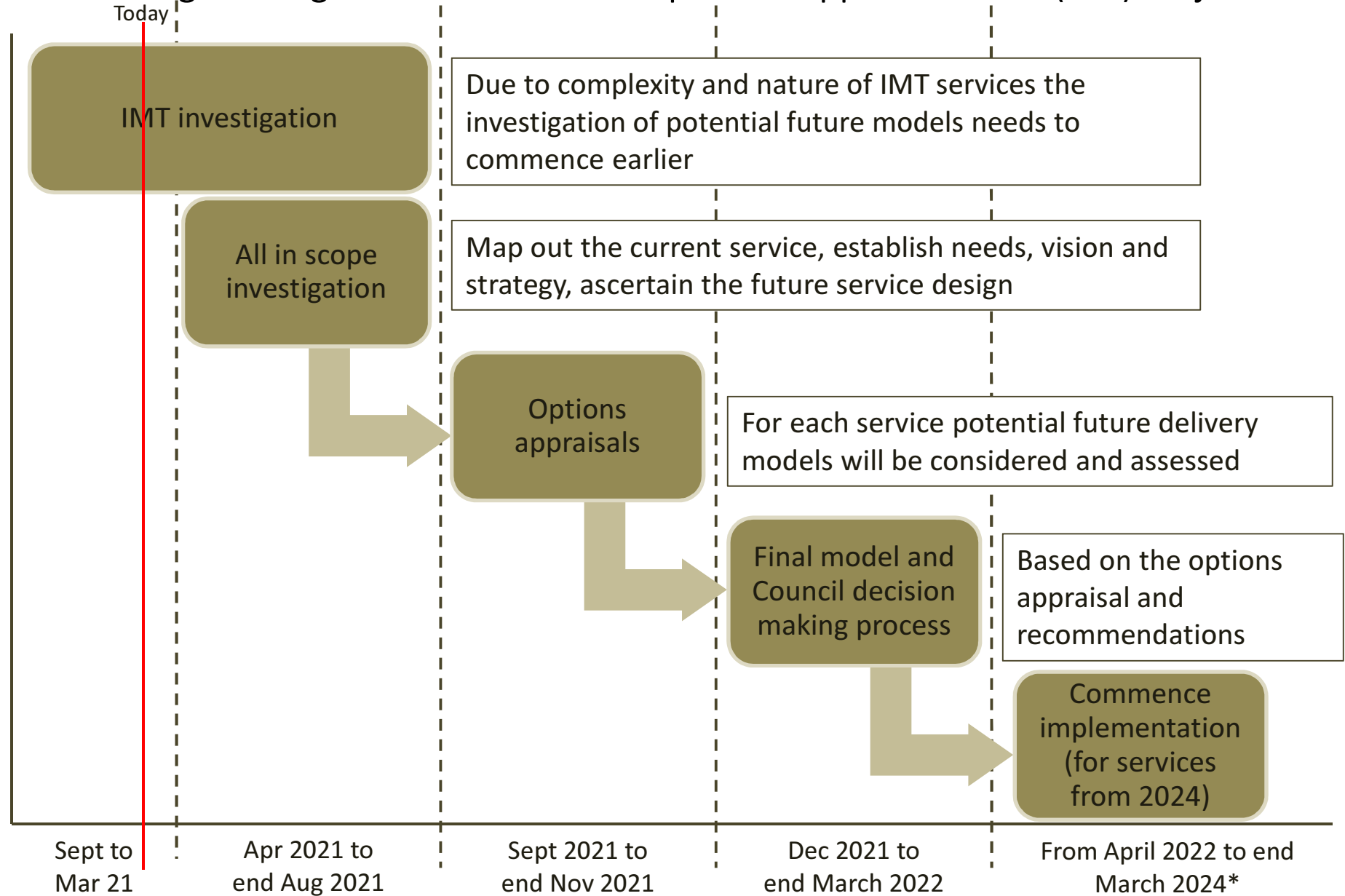
The CSSR Project has been established to consider options for these services to ensure alternative arrangements are in place when the current Serco contract ends in March 2024.



Steer from CLT, IMT Portfolio Holder, the Leader & OSMB:

- *There should be no expansion of scope beyond the services within the current Serco contract.*
- *Alternative options to a single supplier should be explored for these services beyond 2024 as a Business Process Outsource (BPO) type provider would not be in the Council’s best interest and there is no ready market for this type of outsourcing.*

Reminder: Agreed High Level Timeline - Corporate Support Services (CSS) Project



* The implementation stage commencement for each service is determined by the Council's decisions on the future delivery model and any procurement /insourcing/partnership timeframes required to ensure services are in place for April 2024.



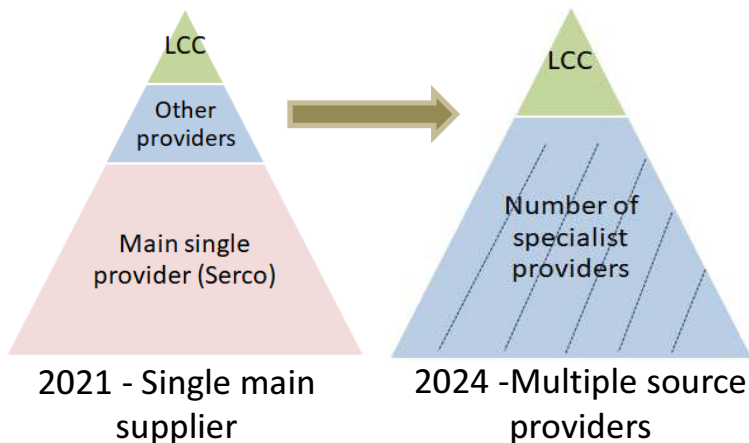
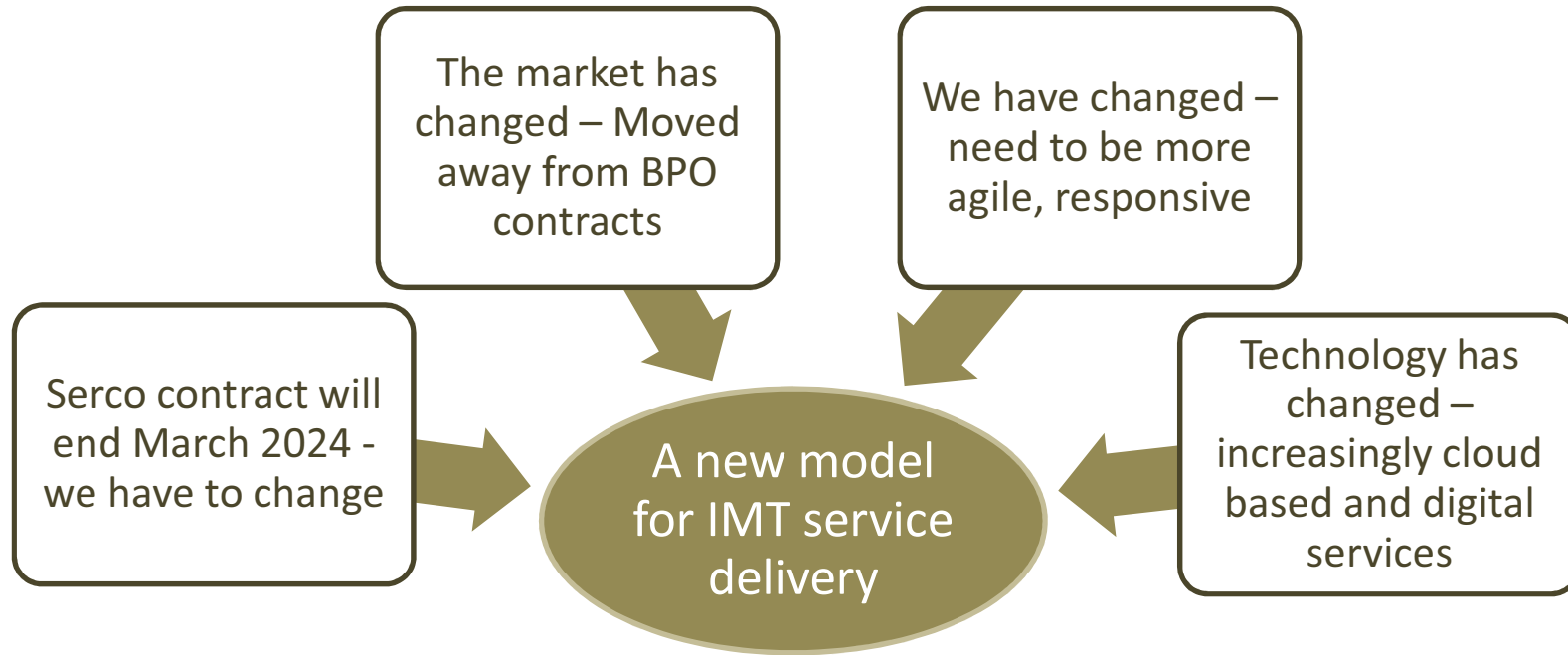
Transformation Programme

Corporate Support Services Review

An Emerging Model for Future IMT Services

John Wickens – AD IMT Enterprise Architecture, IMT

Future IMT Service Delivery: Summary Reminder

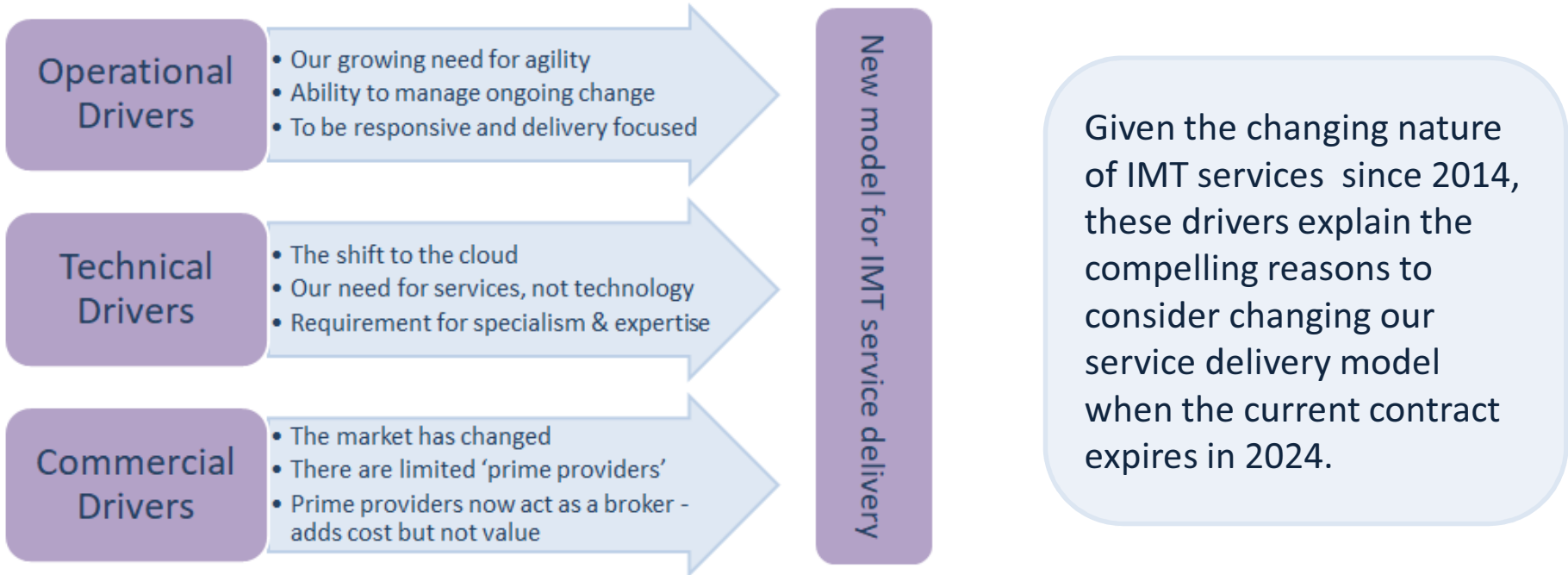


Multi Source Model for 2024

- Number of specialist IT providers
- Enhanced client side – the LCC team will need to change and expand
- Aspiration for ‘gross’ costs of IT services to remain unchanged*

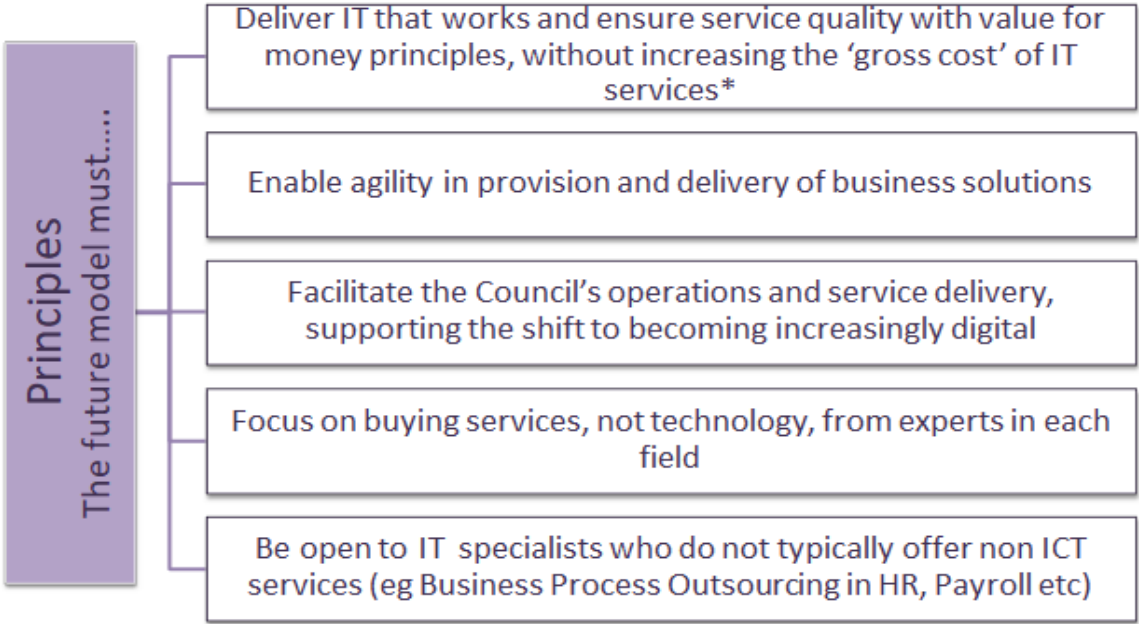
*This is dependent on market conditions and excludes transitional investment

Future IMT Service Delivery: **Reminder** Drivers for Change and Key Principles



Page 52

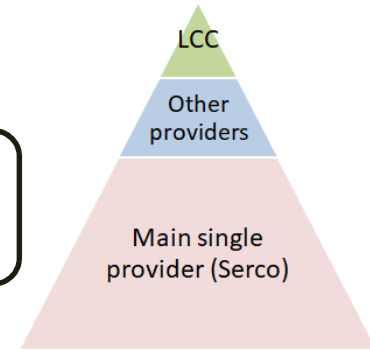
In exploring the kind of new model that might be appropriate for IMT service delivery beyond 2024, we believe the following principles are important to the Council:



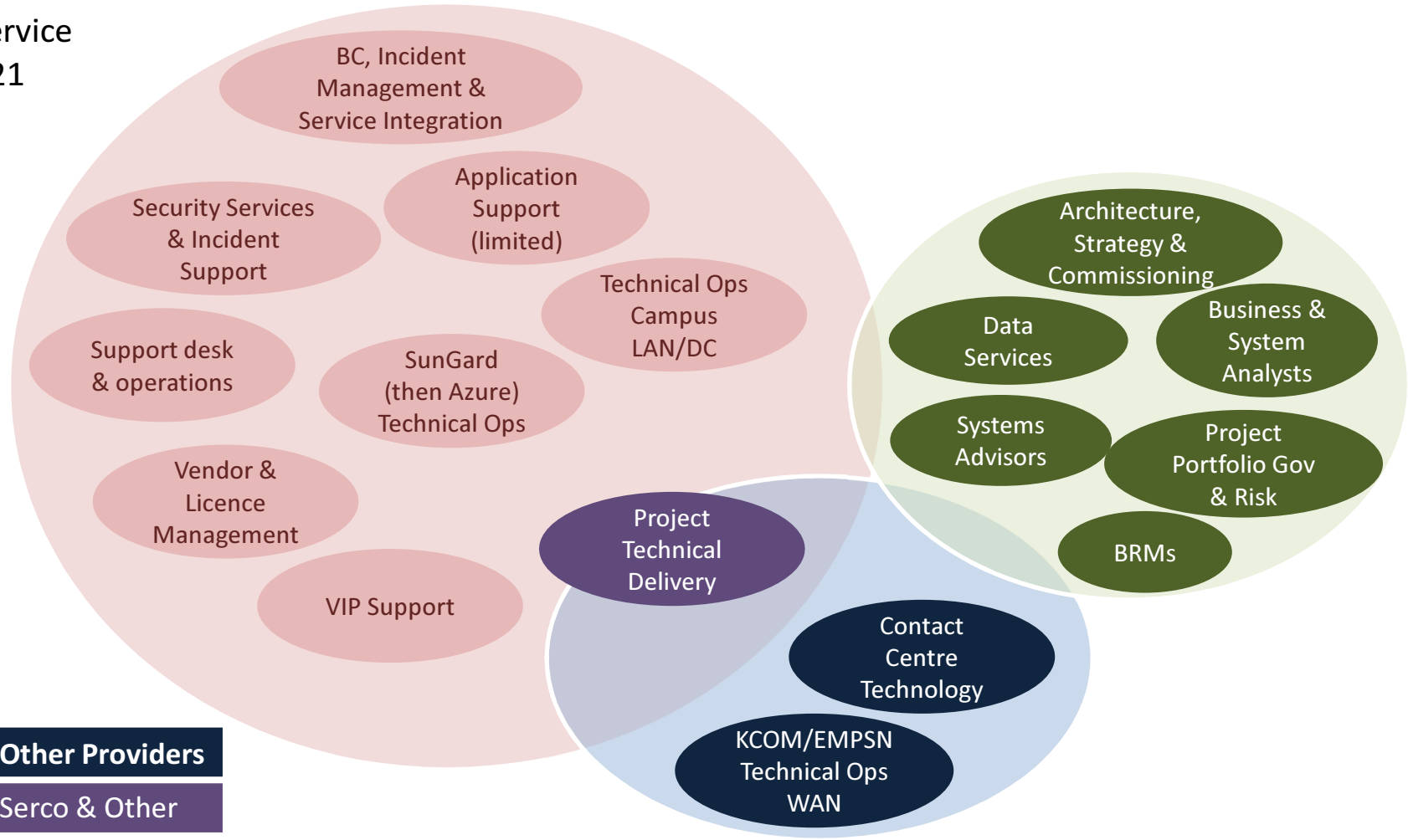
*This excludes transitional investment for IMT

Current IMT Service Deliver – Prime Provider Model

We currently operate through a 'prime provider' model, with Serco providing the bulk of our IMT service delivery.

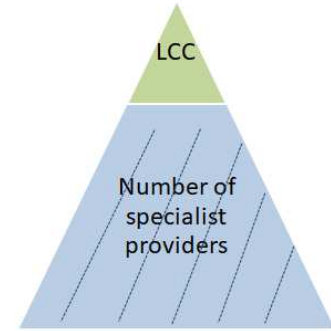


IMT Service
2021

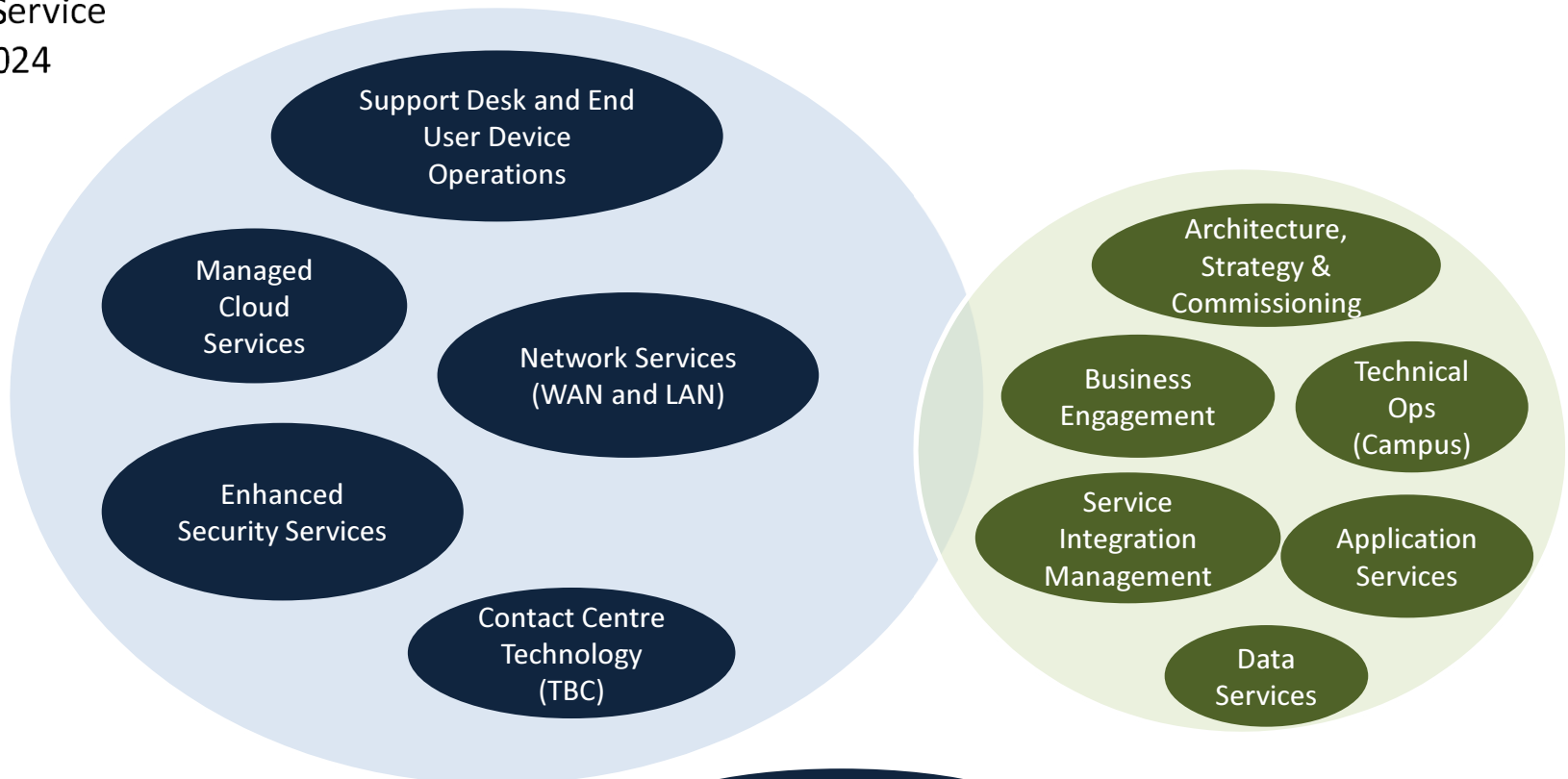


An Emerging Model for Future IMT Services – Multi Source Provider

We are seeking to move to a 'multi-source provider' model, where the Council commissions services from specialist IT providers. This would address the drivers for change and achieve our principles for future IMT services.



IMT Service
2024



Key

LCC	Providers
-----	-----------



So does it stack up?

To provide assurance that this model is the right way to go for the Council, we've done lots of work to understand our aspirations, current trends, market conditions, what other authorities are doing and the future technology. Based on this, we believe this is way to go.



Don't just take our word for it

We've commissioned Gartner to i) review our emerging model, ii) undertake a thorough review of all the published literature/research by credible organisations relating to the IT model and iii) examine other local authorities approaches to see what's working and what's not. We'll report their findings to you.

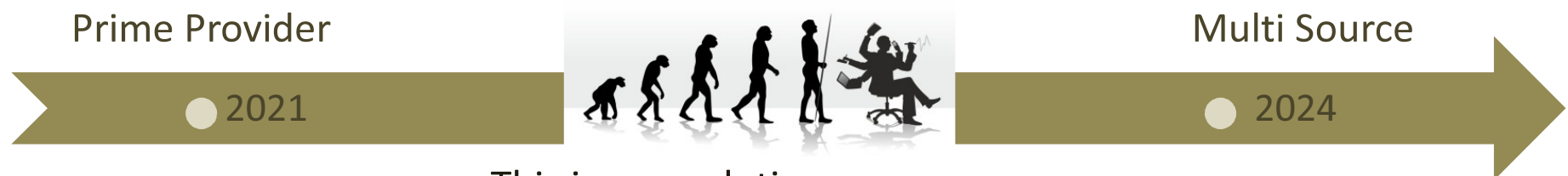


Why Gartner?

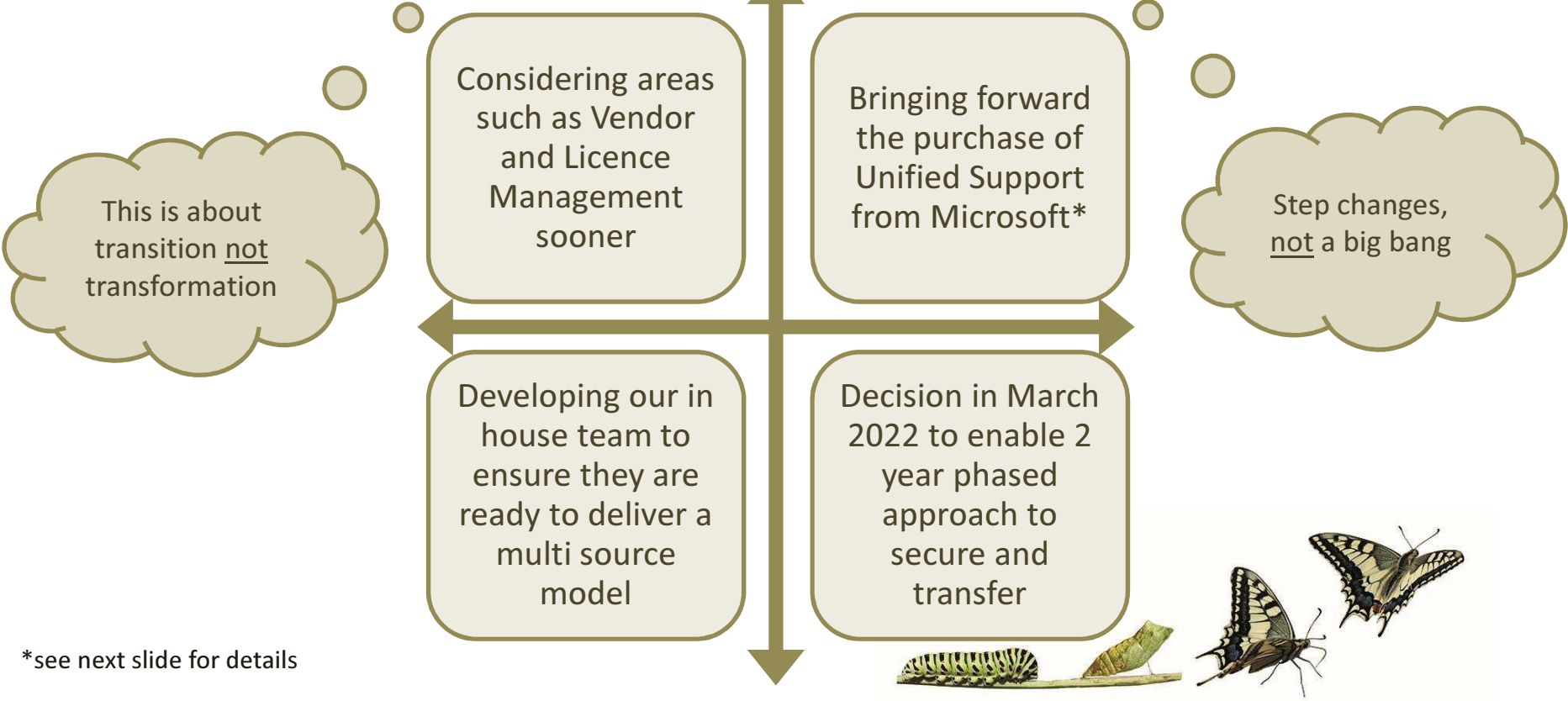
They know what they're talking about. They are a trusted, leading, objective, research and advisory company. They work in every industry and market sector with more than 14,000 enterprises in 100+ countries, having an annual revenue of \$4.2 billion. Their clients include 77% of the *Global 500* companies.

An Emerging Model for Future IMT Services – Smooth Transition

Why change? The Serco contract will reach it's natural conclusion in March 2024. We are legally unable to extend beyond this point. No transition is not an option. So we need to do it as smoothly and seamlessly as possible.



● This is an evolutionary process ●



*see next slide for details

An Emerging Model for Future IMT Services – Early Preparation

To effectively support our transformation programmes – migration of services to Azure and the rollout of Microsoft 365 - LCC would benefit by bringing forward the purchase of Unified Support from Microsoft.

Unified Support from Microsoft would mean...

Help to educate, plan, implement and maintain Microsoft technology

Workshops with Microsoft specialists through their 'Proactive Services' offer

Access to their Services Hub:
- A single view of all support request
- IT health assessments
- Resources and training

A nominated Support Technical Advisor with Cloud expertise focused on customer outcomes

Proactive support on optimising Cloud environments

Better returns on Cloud investment

An Emerging Model for Future IMT Services – Mitigating Other Key Risks



Protecting our commercial interests

The review with Gartner and follow up work with our Procurement Team will help ensure we source commercially advantageous solutions for each of the future services. Once in place, the internal IMT team will be suitably resourced to actively manage the contracts, relationships and interdependences to ensure we maximise the benefits of the new arrangements.



Protecting our community

The IMT services in scope are back office, facilitative functions of the Council. Systems and tools which impact on our community, such as our internet (for our customers), Business World (for our suppliers) and Mosaic (for our vulnerable citizens) etc are out of scope and will not change.



Protecting the Council's reputation

Once a decision is taken by the Council on the future model (March 2022) we will have two years to secure the new arrangements and move from our current to the new suppliers / in-house team. No transformation of the key business systems is proposed, which means the focus of our activity during this time will be on ensuring a smooth transition.

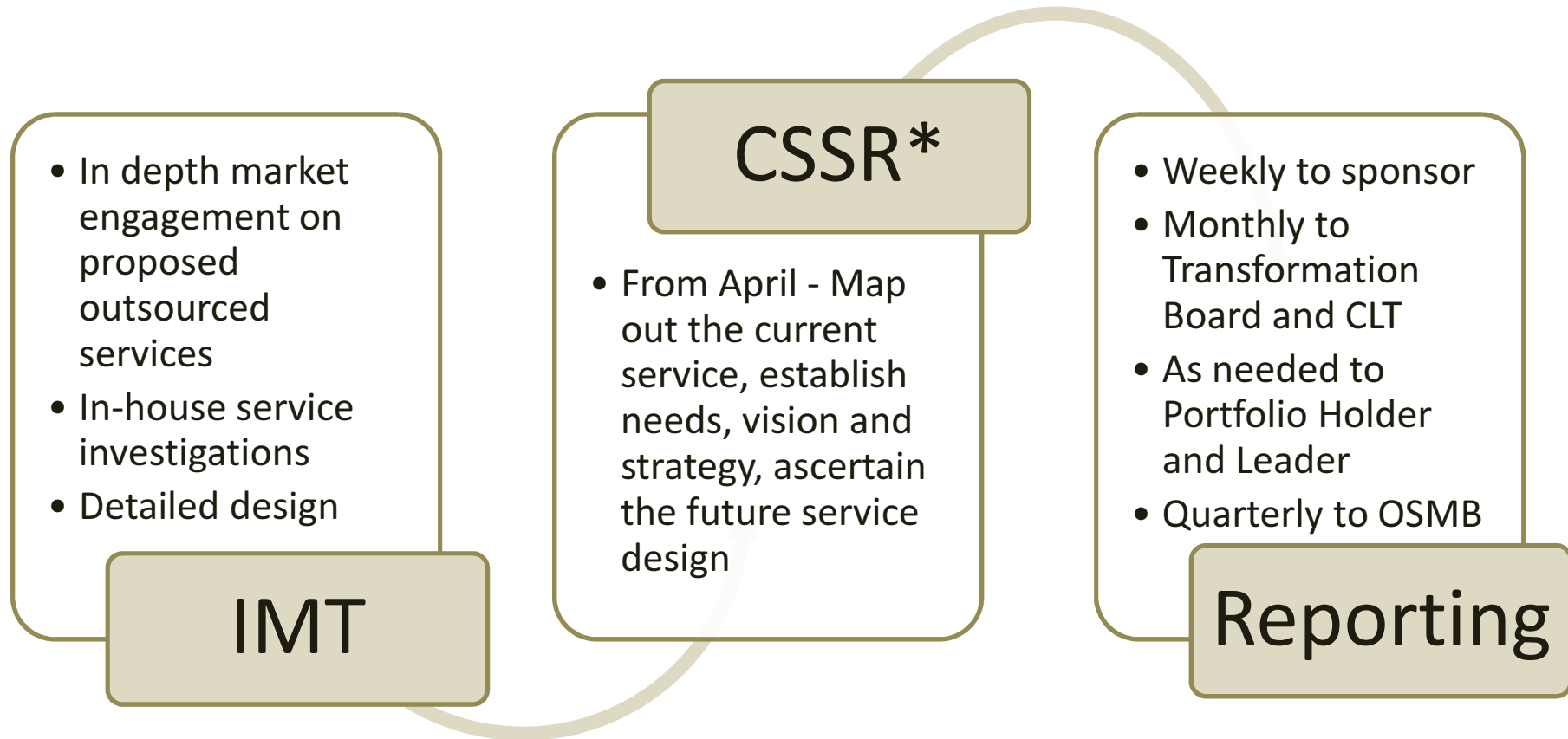


Protecting our staff and supporting partners

Most of the systems and tools our staff use won't change, so they shouldn't notice much difference. We will ensure they know how to access IT support and the new providers well in advance.

We'll work closely with our current and future suppliers to transition services and support staff who need to move, as well as building the capacity and capability of our internal team to support the new model.

Next Steps for the Corporate Support Services Review (CSSR) Project



*The other services in 'scope' within the Corporate Support Services Review (CSSR) Project are: Payroll; HR Admin; Exchequer; Adult Care Finance and the Customer Service Centre.

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**Open Report on behalf of John Wickens,
Assistant Director - IMT and Enterprise Architecture**

Report to:	Overview and Scrutiny Management Board
Date:	17 March 2021
Subject:	Update on IMT Services – User Engagement and Project Portfolio

Summary:

This report serves to inform the Board on the function and recent activities of the IMT User Engagement Team, and give a high-level view to show progress on highlighted projects being commissioned through IMT.

Actions Required:

The Board is requested to review and comment on the function and recent activities of the IMT User Engagement Team, and progress on highlighted projects currently being commissioned through IMT.

1. Background

This report responds to a request for regular routine updates to the Overview and Scrutiny Management Board on all aspects of the Council's IMT function which, following agreement with the Chairman and Vice Chairman of the Board in late 2020, will be made sequentially on a quarterly basis over a 12 month period. The first of these reports was received by the Board at its December 2020 meeting. This is the second quarterly report, this time focusing on IMT User Engagement and the IMT Project Portfolio.

2. Conclusion

The IMT Department has responded to the request of the Board to update it regularly on all aspects of the IMT function and on this occasion, this report serves to enable the Board to scrutinise two of them. Appendix A updates the Board for the first time on the function and recent activities of the IMT User Engagement Team. Appendix B serves as a further update to the Board on progress against highlighted projects currently being commissioned through IMT since its previous report in September 2020.

The Board will note that the IMT service has continued to respond to the requirements to support Lincolnshire County Council (LCC) staff and services in delivering through the Covid-19 situation. Whilst this has continued to impact some of the projects which were planned prior to the pandemic, the portfolio is returning to a more business as usual state.

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	User Engagement
Appendix B	Project Portfolio

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 Allison Kapethanasis, ICT Business Relationship and User Engagement Manager who can be contacted on 01522 552386 and Donna Fryer, IMT Head of Portfolio and Resources who can be contacted on 01522 554926. Alternatively, via e-mail to allison.kapethanasis@lincolnshire.gov.uk and donna.fryer@lincolnshire.gov.uk respectively.

USER ENGAGEMENT

Background

The purpose of this report is to introduce the User Engagement Team and its function, and to give an oversight into current activities.

The User Engagement Team

The overarching purpose of the User Engagement Team is to own, manage and improve the relationship between the technical Information Management and Technology (IMT) service comprising of teams within both the Council and our outsourced service provider, and our colleagues across the Council.

The User Engagement Team involves two principal roles: Information and Communications Technology (ICT) Business Relationship Managers, and System Advisors.

ICT Business Relationship Managers:

At the heart of the IMT team there are currently the Business Relationship Managers (BRMs). Each Business Relationship Manager (BRM) has responsibility for supporting a designated Directorate(s) within the Council.

The focus of the team is currently being refined and the roles will soon be amended to better meet the needs of the Council today as it changes its priority to focus on transformation and future ways of working. The team will be rebranded and relaunched within the next three months as ICT Business Partners.

The key function of an ICT Business Relationship Manager is the management of the key relationships across the Council and with our key suppliers to represent our colleagues.

At all times the priority is to ensure that activities and outcomes are focussed on the needs and impact on our colleagues across the Council – a much needed role to support the technical teams, allowing their focus to remain on delivering complex change at speed.

The team manages stakeholder communications, expectations and any issues or reputational risks from activities performed by the IMT service regardless of origin. When things go wrong, whilst working alongside technical colleagues as they determine the corrective actions, the BRM team will manage issue resolution, and make sure that the right people are doing the right things to resolve the issues experienced by the business and

ensure that those actions are communicated effectively in the right language.

Furthermore, where systemic issues are experienced, the team will commission adaptations and changes to our ways of working to continually improve the way things are done, and to ensure that interruptions are minimised and technical changes are always considerate of wider colleagues across the Council.

In the future, the BRMs will take on more of an 'enabler' role to support Directorates and service areas, and to ensure that the team is working in partnership to meet Council's objectives and priorities. The future intention is for BRMs to attend senior management meetings across the Council to fully understand the ambitions of individual service areas and to advise on technical approaches that can support them. BRMs will influence the IT Strategy and roadmap of technical innovations to ensure alignment to the needs of service areas.

Where new technical solutions become available, BRMs will advise service areas on that availability and support them to enable adoption of any opportunities to exploit business benefit.

System Advisors:

As the pace of technology changed and transformation increased, it was noticeable that the IMT Department was not always able to ensure colleagues were up to date with how the changes could improve the way they work on a day-to-day basis.

Whilst IMT has established methods for reporting when things go wrong, or something new is needed, it was much harder to ask, 'How do I...?' or 'What is the best way to...?'. This is the principal aim of the "Enabling Service" concept.

In response to the above, a new team of ICT System Advisors has recently been established. This team facilitates increased digital literacy of Council staff in the use of key enterprise-wide applications (those which are used by more than one service area or are used Council-wide and operated by the IMT Department on behalf of all service areas).

The team maximises the benefits and investment in the new software tools that are being deployed. As an example, the Council is currently adopting Office/Microsoft 365, which is a complete collaboration platform that has a myriad of functions and capabilities, some of which could replace legacy niche applications and simplify how colleagues undertake day to day activities. By having expert advice available, the IMT Department can ensure that the opportunities are known and can provide personalised advice and assistance to get teams started on the journey to modernise their working practices.

Digital Champions:

Beyond the IMT teams, the User Engagement Team has worked with the Transformation Programme to establish a network of Council wide colleagues to act as Digital Champions.

These Digital Champions understand the needs of the colleagues they represent and are, therefore, best placed to act as local advisors. As 'early adopters' of new technology, the Digital Champions can rapidly determine how the tools will best serve their teams and can also help the IMT service to support change.

The ICT Business Relationship Managers, ICT System Advisors and change projects all liaise with the Digital Champion network to develop their knowledge and skills and gain 'on the ground' feedback and advice that helps the overall IMT service work effectively to the benefit of LCC colleagues.

Recent Activities

The move from office to remote working has had a dramatic impact on colleagues across the Council.

Whilst previously there were pockets of staff 'agile working' and some services already operating remotely, the wholesale move to 'at home' working demonstrated several issues with our IT services that were exacerbated by the scale of sudden change.

Our remote working technology that enables 'work from anywhere' needed to be upgraded, and in many cases the move from legacy to new solutions was complicated. Some of this was caused by the users' own broadband facilities, but also due to the complexity and diversity of the solutions in place within service areas. The BRM team has co-ordinated the movement to new technologies and escalated and managed the issues for those that have not been able to work as productively as expected, the aim being to ensure the business impact is brought to the centre of work planning in our technical teams.

The Council is also adopting new software tools which will facilitate remote collaboration and working. There is a diverse workforce at the Council and needs and digital skills vary considerably. The ICT System Advisors have led on promoting the best use for the new software and provided support for those that have needed it. This work continues and assistance solutions to enable staff to use the new tools effectively have been identified and are being commissioned.

The changes to the way the organisation is working, alongside the changes to the expectations of colleagues as to how the IMT team needs to respond and support, have been taken into consideration as the "Enabling Service" is brought into operation. The IMT Department is confident that the new approach that has been adopted to support colleagues will enable the User Engagement Team to be an enabler for future digital transformation and to be a trusted partner to the service areas.

Performance

The User Engagement Team handled approximately 512 escalations between 1 January and 31 December 2020. These escalations were either calls that needed a quicker resolution or required a different solution which was progressed by raising the issues both internally with IMT Technical Architects (TAs) and Serco technical teams.

The System Advisor team dealt with over 263 queries relating to Microsoft Teams in the last three months.

The Business Relationship Managers dealt with over 221 general IT enquiries in the last three months.

These counts do not include all proactive work and meetings but were the incoming requests for engagement.

During the work to replace our Intranet we plan to test if we can get LCC users to engage in a Customer Satisfaction Capture process which would enable the Board to evaluate the effectiveness of the internal IMT User Engagement Team.

For context, the statistics for Serco's Support Desk during 2020 were as follows:

Period 1 January – 31 December 2020	
Total incidents raised	36,747
Total service requests raised	24,615
VIP incidents raised	303
VIP service requests raised	233

PROJECT PORTFOLIO

Key IMT-related projects being undertaken by Serco and other third-party suppliers.

1. Glossary/ Abbreviations

Glossary:

IMT	Information Management and Technology
MDT	A ruggedised computer system mounted on nearly all front line response vehicles i.e. Fire Engines, Command Support Units, Training Appliances, Specialist Vehicles and Kitted Spares, which has touchscreen capabilities and usually has a printer attached.
Network	A computer network, or data network, is a digital telecommunications network which allows nodes to share resources. In computer networks, computing devices exchange data with each other using connections (data links) between nodes. These data links are established over cable media such as wires or optic cables, or wireless media such as Wi-Fi.
PSN	Public Services Network
RAG	Red, Amber, Green. Status applied to assess the 'health' of delivery against Time.
Resilience	The ability for systems to remain operational when failure occurs
Security	The degree to which systems and data are resistant to unauthorised access
WAN	A wide area network is a telecommunications network or computer network that extends over a large geographical distance/place. Wide area networks are often established with leased telecommunication circuits. Business, education and government entities use wide area networks to relay data to staff, students, clients, buyers, and suppliers from various locations across the world
WAP	Wireless Access Point, supporting wireless network connectivity.

2. Background

In the past, the IMT report has provided to the Board a high-level view on a number of highlighted projects, providing dashboard information as a snapshot in time. This report aims to repeat the exercise to show progress of highlighted projects being commissioned through IMT.

3. Summary of Performance and RAG Status

In the period since the last report, Serco has achieved the following for the IMT_KPI_11 (% of milestones achieved each month) score. The target is >85%.

KPI Reporting Month	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-20
Actual Month	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
	100%	87.5%	100%	100%	100%	100%

4. Red/Amber Status – Path to Green Summary

The following table shows the summary of the project next milestones RAG status for this month (and the previous reporting periods for comparison):

	Nov 2018	March 2019	Aug 2019	Nov 2019	Mar 2020	Sept 2020	Mar 2021
Red	2	1	0	1	1	1	2
Amber	8	6	7	2	3	3	2
Green/Complete	10	13	13	17	16	11	13

A summary of the projects which have a red or amber status are listed below.

Project Ref and Name	Path to Green	Impact
IMT-117-2004 Telephony Enablement	Red - Path to Green: Review of project in progress and revised plan to be baselined	Very limited contingency before the current platform no longer has vendor support in Oct 21. This is required as a Platinum Service.
IMT-427-1903 MDT Refresh	Red - Path to Green: Re-baseline of the plan subject to the discussion with the third party	Due to the passage of time, it is key that the requirements of the service are revisited and explored with the supplier to ensure that the project delivers to meet the LFR service needs now.
IMT-345 PSN Compliance	Amber - Path to Green: Ensure all legacy applications have a plan to either retire, remediate or replace.	Applications continue to be reviewed in terms of their risk and impact. Options for replacing legacy applications are increasing as new technology and low code/no code development technology is introduced through the Microsoft 365 and Azure technologies.
IMT-329 Office 365 Configuration	Amber - Path to Green: To ensure that end users have re-enrolled their mobile devices to the Microsoft Device Management	The activities to bring the project back to green are to ensure that staff are able to maximise the seamless working between their mobile phone and laptop/tablet devices, and to ensure that no staff are left behind on the legacy solution.

5. Project Dashboards

Project ID	IMT-117-2004		Project Sponsor	Chris Jugg
Project Name	Telephony Enablement		Project Manager	David Betts
Project Status	In Progress		Forecast Project Closure Date	29 March 2021
Project Summary	The purpose of the Avaya upgrade project is to upgrade the LCC Avaya fixed corporate & CSC telephone system software.			
Business Benefit	Mitigate significant business risk due to the existing version having reached its end of support life. To update the current system software and provide additional features for the CSC and to address a number of bugs with the old version. To extend the operating life for the sunk investment in Avaya telephone hardware for a number of years allowing the market for light infrastructure cloud-based telephony to mature.			
Citizen Outcome	Call centre leveraged new and improved features to optimise and streamline the call handling service.			
Position update	The project is currently awaiting re-baselining once the Retain expansion completion dates are finalised, due to a dependency on some of the infrastructure being provided by that project. An updated HLD incorporating the changes to the design required by the Retain expansion is complete and a LDD is now in review.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Finalise Project Plan and submit baseline dates	03 April 2020	03 April 2020	Red - Path to Green: Review of project in progress and revised plan to be baselined	

Project ID	IMT-427-1903		Project Sponsor	Matt King
Project Name	MDT Refresh		Project Manager	David Betts
Project Status	In Progress		Forecast Project Closure Date	28 January 2021
Project Summary	To have a fully functional MDT solution that meets the needs of LFR. (A Mobile Data Terminal (MDT) is a ruggedised computer system mounted on nearly all front line response vehicles i.e. Fire Engines, Command Support Units, Training Appliances, Specialist Vehicles and Kitted Spares, which has touchscreen capabilities and usually has a printer attached.)			
Business Benefit	Fire crews have information on hand that they need when attending an incident. Devices will be portable and used at the scene of an incident. Enhanced solution would potentially assist with not needing a second device for home visits.			
Citizen Outcome	LFR more efficient, information on hand, providing better service to the public.			
Position update	During the final build for UAT (15/01/2021), connectivity issues on the laptop were identified that needed to be resolved prior to handover to LFR for testing. These are being remediated to enable LFR to undertake their testing. A project review workshop was held on 26/01/2021 to review the progress and agree the way forward. A further meeting with Telent is to be held on 29/01/2021.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Completion	TBC	TBC	Red - Path to Green: Rebaseline of the plan subject to the discussion with the third party	

Project ID	IMT-345		Project Sponsor	John Wickens
Project Name	PSN Compliance		Project Manager	Claire Wickens
Project Status	In Progress		Forecast Project Closure Date	30 June 2021
Project Summary	This project coordinates a number of remediation projects to remove legacy server operating systems. The removal of these legacy operating systems is a prerequisite to regaining PSN compliance. Anything 2003 and older is an automatic non-compliance.			
Business Benefit	LCC regain PSN compliance.			
Citizen Outcome	Indirect			
Position update	57% of the servers are turned off/decommissioned, application centric reporting has been developed to support with planning application remediation activities.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	31 August 2021	31 August 2021	Amber - Path to Green: Ensure all legacy applications have a plan to either retire, remediate or replace.	

Project ID	IMT-329		Project Sponsor	Darren Peatfield
Project Name	Office 365 Configuration		Project Manager	Claire Wickens
Project Status	In Progress		Forecast Project Closure Date	29 March 2021
Project Summary	Migration to Office 365, which is a cloud-based subscription service that brings together the best tools for the way people work today. By combining best-in-class apps with powerful cloud services, Office 365 lets anyone create and collaborate anywhere on any device.			
Business Benefit	To modernise the LCC estate to enable the features available through Microsoft 365 to be exploited. Provide performance improvements to the email system. To enable mobile devices (including mobile phones) to be moved from Airwatch to Microsoft Device Management.			
Citizen Outcome	Indirect			
Position update	Email migration for LCC staff (excluding LFR) is nearing completion. LFR mailboxes will be managed through a dedicated project to support LFR in migrating to the LCC domain. End users have been requested to enrol their mobile phones into the Microsoft Device Management. A follow up to ensure that all staff have followed this guidance is planned.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
All user email migrated to O365 and LCC mobile devices migrated to Intune	05 March 2021	05 March 2021	Amber - Path to Green: To ensure that end users have re-enrolled their mobile devices to the Microsoft Device Management	

Project ID	IMT-289		Project Sponsor	Helen Tooley
Project Name	LFR HQ move to Nettleham		Project Manager	Sarah Bojko
Project Status	In Progress		Forecast Project Closure Date	01 April 2021
Project Summary	LFR Control room moved to Nettleham and fully tested with all services live and working as expected.			
Business Benefit	To support LFR in realising their strategic plans for relocation.			
Citizen Outcome	Indirect			
Position update	Additional project tasks to automate the current manual replication of the Vision 4 database have been brought into the project scope through Change Control.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	01 April 2021	01 April 2021	Green - On Track	

Project ID	IMT-462-1912		Project Sponsor	Andrew Jordan
Project Name	SEATs Contracts/Tendering Software		Project Manager	Georgios Kormazos
Project Status	In Progress		Forecast Project Closure Date	22 July 2021
Project Summary	<p>The SEATS software and contracts and Tendering software are used to manage Public Passenger Transport, Adults, Social Care and Home to School Transport arrangements.</p> <p>The IT architecture supporting these applications is unsupported and the application functionality no longer meets the demands and requirements of the Transport service. The applications are actively causing the service issues in performing their duties.</p>			
Business Benefit	To provide a more user friendly, integrated solution, which has better support.			
Citizen Outcome	<ul style="list-style-type: none"> - Stable and resilient IT service for the Home to School, Public/Social Care/Adults Transport teams /services - Improved efficiency and reliability of processing Home to School, Public/Social Care/Adults transport arrangements - Removal of security and public services threats posed by aged software platforms 			
Position update	<p>The Seats and Contracts & Tendering replacement application, MTC, has been deployed to test users within transport services.</p> <p>The performance issues identified by both the vendor, DDS Wireless and the LCC application champion have been investigated and remediated. The system is due to go live by the end of February 2021.</p>			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
SEATs Replacement Go Live	01 March 2021	01 March 2021	Green - On Track	

Project ID	IMT-274		Project Sponsor	Chris Jugg
Project Name	Lincoln Retained Infrastructure		Project Manager	Gil Crisp
Project Status	In Progress		Forecast Project Closure Date	29 March 2021
Project Summary	Refresh of technical infrastructure within Orchard House/Lancaster House data centres for those services not migrated to SunGard Data Centres (for reasons such as latency, resilience against WAN issues, local internet breakout, optimisation of WAN traffic shape).			
Business Benefit	Mitigate significant business risk. To provide a more robust, efficient technical infrastructure to support LCC service areas in delivering their services.			
Citizen Outcome	Uplift in security in the Council's network to ensure privacy etc is maintained. Improved uptime for citizen facing web applications.			
Position update	<p>The project is progressing on plan. The new backup solution has been built which offers significant performance improvements over the old platform. In addition, a critical element of work to safeguard data on the old storage solution has been completed.</p> <p>The next stage of the project involves the split of the Retained infrastructure between two Orchard House and Lancaster House, which will be undertaken once the Lancaster House power provision has been adapted by LCC Corporate Property.</p> <p>The project scope has been increased to incorporate provision of a new corporate database solution.</p>			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	29 March 2021	29 March 2021	Green - On Track	

Project ID	IMT-418-1902		Project Sponsor	Chris Jugg
Project Name	Azure		Project Manager	David Betts
Project Status	In Progress		Forecast Project Closure Date	31 May 2021
Project Summary	The extension of the Serco contract was progressed upon the assumption that there would be a migration from the Sungard ITUS & ECS environments to Microsoft Azure hosting for many of LCC's application services.			
Business Benefit	A business case has indicated significant savings to the Council in migrating to the Azure environment.			
Citizen Outcome	Indirect			
Position update	Phase 3 PID currently in review, and due for sign off to enable the project plan to be baselined before the end of February			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
PID Agreed	1 March 2021	1 March 2021	Green – On Track	

Project ID	IMT-425-1903		Project Sponsor	Donna Fryer
Project Name	Office 365 Business Change		Project Manager	Donna Fryer
Project Status	In Progress		Forecast Project Closure Date	30 April 2021
Project Summary	This project is to manage and monitor the business change activities for Office 365, ensuring that the staff are engaged and ready for the technical deployment of Office 365.			
Business Benefit	Enables the business to drive the Office 365 deployment to meet business requirements set by the business. Ensures buy in and thus take up of the new technologies made available, maximising the return on the investment.			
Citizen Outcome	Enables technology which can automate processes thus streamlining processing times for enquiries, and also freeing up staff time to raise productivity.			
Position update	The project is currently supporting the release of the Microsoft Office 365 web applications and is working towards the embedding and increasing adoption of the features found in the Office 365 suite.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	30 April 2021	30 April 2021	Green - On Track	

Project ID	IMT-452-1909		Project Sponsor	John Wickens
Project Name	Web Streaming Council Chamber		Project Manager	Sarah Bojko
Project Status	In Progress		Forecast Project Closure Date	02 April 2021
Project Summary	Replacement of the Council Chamber Web Streaming solution to replace an obsolete system.			
Business Benefit	<ul style="list-style-type: none"> - Ensure continued transparency of political process - Promote an understanding of Local Politics 			
Citizen Outcome	Insight into local politics and the policies it brings into being. Visibility on issues of interest.			
Position update	The Televic Flex solution has been successfully installed in the LCC council chamber by third party provider, Sound Advice Audio Visual (SAAV). UAT was completed with some minor outstanding configuration tasks, now completed by SAAV. Training for the new system will be delivered once Lockdown restrictions allow.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	31 July 2021	31 July 2021	Green – On Track	

Project ID	IMT-465-2001		Project Sponsor	Wendy Lanes
Project Name	Boston Fire Station IT Support		Project Manager	Gil Crisp
Project Status	Complete		Forecast Project Closure Date	29 January 2021
Project Summary	IT engagement and support to facilitate the structural work to be undertaken by Corporate Property contractors at Boston LFRS site. Additionally, installation of the LCC network via a WAP in one portacabin onsite.			
Business Benefit	Physically protect IT resources connected to the Boston LFRS network, and maintain operational activities at Boston Fire station.			
Citizen Outcome	Continued operations at Boston Fire Station.			
Position update	Project completed.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Closure Date	30 November 2020	30 November 2020	Green - Project Complete	

Project ID	IMT-480-2002		Project Sponsor	Andrew Jordan
Project Name	LCC Mobile Phone SSID		Project Manager	Claire Wickens
Project Status	In Progress		Forecast Project Closure Date	31 May 2021
Project Summary	This project will provide a dedicated WiFi SSID for LCC Corporate phones and Non-Windows tablets. Additionally the project will provision Gov.wifi and Gov.roam WiFi services to County Council employees. These will be made available at all County Council sites for use by partner organisations.			
Business Benefit	A supported and future proof Wireless infrastructure capable of supporting LCC staff and partner organisations at all sites. An updated toolset for improved Wireless troubleshooting.			
Citizen Outcome	LCC's network remains flexible to support LCC staff and partner organisations providing public services at the affected sites. The WiFi infrastructure is also available to provide WiFi and government based Wireless networks to visitors at all WiFi capable sites.			
Position update	The dedicated SSID for corporate mobile phones and non-windows devices has been successfully tested and has gone live to support the O365 mail migration, ensuring users have a better experience providing better network connectivity when at a LCC site. The HLD for the addition works is in review.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	31 May 2021	31 May 2021	Green - On Track	

Project ID	IMT-482-2003		Project Sponsor	John Wickens
Project Name	Device Pool Readiness		Project Manager	Dominic Jones
Project Status	Complete		Forecast Project Closure Date	10 November 2020
Project Summary	To build laptops to provide a pool in response to the BCP potential requirements arising from the Coronavirus situation.			
Business Benefit	To ensure business continuity across LCC where additional laptops are required.			
Citizen Outcome	To keep key critical services operational in terms of their IT.			
Position update	This project was set up in response to the emerging Covid-19 situation, and had been working to ensure that staff have been able to work from home, and where appropriate kit has been able to quickly be swapped out to resolve issues. Due to the demand normalising this project was closed early.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Closure Date	10 November 2020	09 September 2020	Green - Project Complete	

Project ID	IMT-493-2007		Project Sponsor	Sue Cline
Project Name	Microsoft Enterprise Gateway		Project Manager	Georgios Kormazos
Project Status	In Progress		Forecast Project Closure Date	14 May 2021
Project Summary	To implement a Microsoft On-premise data gateway This will allow Azure based services such as Logic Apps, Power Apps and Power Automate etc, once configured, read / write access to on premise data resources as required by LCC. LCC needs a method of bridging its Microsoft O365 / Azure hosted services and the LCC on premise network. Allowing it to manage requests from O365 / Azure services to access LCC on premise data sources.			
Business Benefit	To enable LCC to fully utilise the benefits of the O365 / Azure suite of tools, allowing access to data sources on premise.			
Citizen Outcome	Better value LCC services, reducing manual intervention and increasing automation of processes			
Position update	The HLD has been produced and is currently in review.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Build Prerequisites Complete	9 April 2021	9 April 2021	Green – On Track	

Project ID	IMT-502-2008		Project Sponsor	Andrew Jordan
Project Name	AoVPN		Project Manager	Dominic Jones
Project Status	In Progress		Forecast Project Closure Date	29 March 2021
Project Summary	To provide LCC staff with reliable connectivity to support their working remotely. The project will investigate and remediate issues, and ensure that all staff are connected effectively.			
Business Benefit	Staff able to work as effectively off site as they could whilst in a LCC building.			
Citizen Outcome	Indirect			
Position update	Significant work has taken place to troubleshoot issues seen by staff with connections dropping. Updated profiles have been created, and staff have been remediated to move them to the new profiles. The network infrastructure has also been reviewed and improvements made.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Closure Date	09 March 2021	09 March 2021	Green - On Track	

Project ID	IMT-512-2012		Project Sponsor	Donna Fryer
Project Name	Modern Desktop Management		Project Manager	Dominic Jones
Project Status	Initiation		Forecast Project Closure Date	31 July 2021
Project Summary	To implement modern desktop management across the LCC estate, removing the reliance for on premise access for updates, and to improve supportability for remote working devices.			
Business Benefit	Staff able to work wherever they have a connection to the internet. Increased security with updates being proactively pushed direct from Microsoft and other key vendors.			
Citizen Outcome	Indirect			
Position update	The project follows a proof of concept undertaken late 2020, and incorporates the key lessons learned from that proof of concept in the design of the approach. The commercial proposal is being reviewed and the inaugural project board was held on 24 February 2021 to formally stand up this project.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Baseline dates to be issued to client	01 March 2021	01 March 2021	Green - On Track	

Project ID	IMT-390-1810		Project Sponsor	Andrea Bowes
Project Name	Corporate Website		Project Manager	Jay Parkin
Project Status	Initiation		Forecast Project Closure Date	31 July 2021
Project Summary	<p>Replacement Digital platform that is regularly updated and supported allowing LCC to remove unsupported and end of life technology. It will support improved engagement with citizens and businesses across Lincolnshire. The new Digital platform provides LCC with the capability to host multiple websites, portals and online transactions, it also provides the capability for Citizens and businesses to interact with the Council through an online account function.</p> <p>The Digital Platform includes the capability to build workflows that assigns tasks from online transactions to the appropriate teams for completion and provides updates and communication to the citizen / Business as and where necessary.</p>			
Business Benefit	<p>Modern up to date and supported Digital Platform that allows LCC to remove unsupported and end of life technology.</p> <p>Improved communication and interaction with Citizens and businesses providing a single online location to communicate and interact with the Council. Ability to Self Serve and manage communications and interactions online.</p>			
Citizen Outcome	<p>Improved communication and interaction with the Council providing them with a single online location to communicate and interact with the Council. Ability to Self Serve and manage communications and interactions online.</p>			
Position update	<p>The new intranet went live on Tuesday 16th January 2021. All LCC browser homepages have been set to the new corporate site. Initial feedback for the site has been very well received with over 3,000 individual site visits in the first 4 days. Changes to the site(s) have been made, where appropriate, based on the feedback. Solutions for gaps in content have been identified, and these solutions are being implemented.</p>			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Implement identified solutions	31 March 2021	31 March 2021	Green - On Track	

6. Conclusion

Since the last report to the Board in September 2020, the IMT service has continued to respond to the requirements to support LCC staff and services in delivering through the Covid-19 situation. Whilst this has continued to impact some of the projects which were planned prior to the pandemic, the portfolio is returning to a more business as usual state.

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

Report to:	Overview and Scrutiny Management Board
Date:	17 March 2021
Subject:	Establishment of the Legal Services Company – Progress Report

Summary:

This report updates the Overview and Scrutiny Management Board (OSMB) on progress with the establishment of a legal services company and its application to be licensed as an Alternative Business Structure by the Solicitors Regulation Authority (SRA).

Actions Required:

The Overview and Scrutiny Management Board is invited to review the progress made and provide feedback to steer future actions.

1. Background

On 7 January 2020 the Executive approved the final documentation underpinning the establishment of a company wholly owned by the County Council with the object of the company being licensed by the Solicitors Regulation Authority for the purpose of providing legal advice and services.

That proposal was considered by OSMB at its meeting on 19 December 2019.

Broadly speaking the rationale for the company was to enable Legal Services Lincolnshire to continue to provide services to its partner Councils when they deliver services through new structures such as companies without risk of it acting contrary to the requirements of the Solicitors Regulation Authority as our professional regulator.

The proposal would also allow Legal Services Lincolnshire to provide services more widely in the future as opportunity arises and capacity allows.

The Executive approved:

- the appointment of David Coleman, Chief Legal Officer; Andrew Crookham, Executive Director - Resources and James Drury, Executive Director - Commercial as Directors of the company;
- the appointment of Councillor B Young, Executive Councillor for Community Safety and People Management, as the member representative of the company and the delegation to Councillor Young of authority to take decisions in exercise of the Council's powers in relation to the company; and
- the making available of a cash flow facility of £30,000 to the company.

Following the decision of the Executive, a further discussion took place with the SRA on 6 March 2020 and the company was incorporated on 17 March 2020 under the name Legal Services Lincolnshire (Trading) Limited.

Since that point progress has been slow with the response to the Covid-19 pandemic restricting the capacity of the Directors of the company to progress the company's agenda.

The rest of this report sets out the progress that has been made, what remains to be done and the likely timeframes for completion.

Actions taken to date

As referred to above, the company was incorporated on 17 March 2020. The Articles of Association and the Shareholders Agreement have been approved by the company and entered into by the company and the Council.

On 28 October 2020, the Board of the company met and approved the submission of the necessary application forms to the SRA for a licence for the company to operate as an authorised provider of legal services to the public.

This has involved the following applications:-

- approval of Lincolnshire County Council as a corporate owner;
- approval of each of the Directors;
- approval of Councillor Young as the owner representative;
- approval of David Coleman as the Compliance Officer for Legal Practice;
- approval of Andrew Crookham as Compliance Officer for Finance and Administration; and
- approval of the company as a licensed body.

The application was submitted on 30 October 2020.

Since then the application has been with the SRA who have raised a number of questions. Since those questions were submitted, there has been a change in the case worker assigned to the application and following a discussion on 25 February

2021 with the new caseworker, a number of additional queries are expected concerning the application.

The SRA's queries relate to the relationship between the company and the existing in-house team, and in particular how appropriate separation will be achieved so that overriding obligations of confidentiality are maintained and the company appropriately manages conflicts of interest.

Alongside this application to the SRA, the company itself has been taking the decisions necessary to put itself in a position to operate in compliance with SRA rules as and when a licence is granted.

In particular the company has:-

- approved the establishment of bank accounts in compliance with Solicitor's Accounts Rules to cover its Office Account and Client Account;
- approved the drawing down of an initial tranche of £20,000 from the cash-flow facility approved by the Executive to fund set up costs;
- approved an offer of Professional Indemnity Insurance cover in accordance with SRA requirements;
- approved subscription to a business accounts software package; and
- approved the appointment of accounting advisers experienced in supporting legal businesses in their compliance with Solicitor's Accounts Rules.

Alongside these business issues, the company is developing its main processes and procedures to ensure that it complies with SRA requirements around such things as client care, conflicts of interest and money laundering. These processes and procedures are based on those of the in-house Team which are accredited to LEXCEL, the Law Society's Practice Management Standard.

Next Steps and Timescales

The next steps are for the company to address the questions from the SRA with a view to finalising the application so the SRA can proceed to a decision.

Alongside this, the company will continue to develop its internal business and professional practices so that it is ready to provide services from the date on which it is licensed by the SRA.

It is currently estimated that this will be before 30 April 2021.

2. Conclusion

The proposal to establish a licensed Council-owned company to provide legal services has not been able to progress as would have been wished during the Covid-19 crisis.

The company has however been established and has issued an application to the SRA. That application is under consideration and the company is in contact with the SRA and responding to the queries raised.

3. Consultation

a) Risks and Impact Analysis

See the body of the report.

4. Background Papers

The following background papers as defined in section 100D of the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
Executive Report 7 January 2020 – "Formation of a Company for Legal Services"	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&Mid=5514&Ver=4
Report to Overview and Scrutiny Management Board 19 December 2019 - "Formation of a Company for Legal Services"	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=553&Mid=5310&Ver=4

This report was written by David Coleman who can be contacted on 07741 606143 or by e-mail at David.Coleman@lincolnshire.gov.uk.



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

Report to:	Overview and Scrutiny Management Board
Date:	17 March 2021
Subject:	Property Services Contract Year Five Report

Summary:

This report updates the Board on the performance of the Property Services Contract with VINCI Facilities Partnership Limited (VFPL) at the end of the fifth year of the contract with an interim update on year six.

Actions Required:

The Overview and Scrutiny Management Board is asked to

1. seek assurance on the performance of the Property Services Contract.
2. provide feedback and challenge as required.

1. Background

In February 2020, the Overview and Scrutiny Management Board considered the performance of the VFPL contract for year four. This report informs the Board about the performance of the contract in year five (2019-2020) and furthermore, provides an interim report on year six (2020-2021).

2. Contract Performance

2.1 Service Manager's Assessment

The contract is performing well. VFPL has achieved an overall 93.5% on key performance indicators for year five overall; see section 2.4 within this report.

In 2020/21, Covid-19 has not been without its challenges for Corporate Property and the One Team on most of the services provided through the contract, for example, providing more deep cleaning services to sites, and ensuring there is enough stock of hand cleaning facilities such as alcohol gel dispensers. Furthermore, VFPL has been able to continue working during the pandemic performing vital services with over 85% of statutory compliance activities completed despite the number of site closures or limited access.

Additional cleaning provision has been provided to other partner organisations through the contractual relationship with VFPL to assist with management of Covid-19. 33 trucks, additional office space, kitchen facilities, and toilet and communal areas were all made Covid safe within a four-day window.

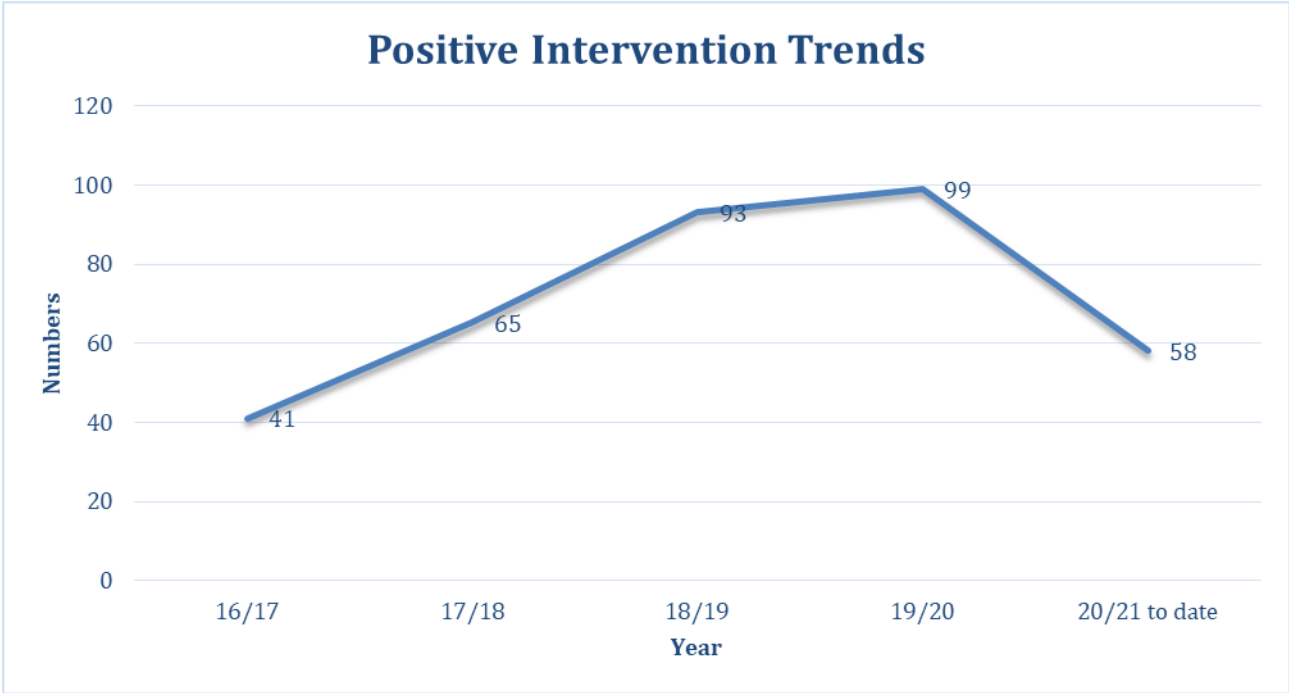
Some services have been greatly affected by Covid-19 going into 2020/21 notably the Quad restaurant and the Collection café with the latter unfortunately having to close indefinitely.

As documented in the previous report to the Board, there was a significant impact of the insourcing of the legionnaire’s bacteria water monitoring from a subcontractor to VFPL in respect to ensuring remedial works and recommendations from risk assessments were adhered to. Since June 2019, over 3000 remedial works were undertaken and this is now being monitored as business as usual. VFPL has also introduced a water module in October 2020 to the One Team computerised system, Concerto, which is greatly assisting with management of this key area of the contract.

2.2 Health and Safety

Analysing the period from April 2019 to March 2020 in respect to health and safety matters, there has been a steady improvement of positive interventions, where employees are encouraged to address unsafe acts or situations, thereby preventing potential incidents.

An example of a positive intervention during the year is when a technician carrying out routine maintenance discovered a faulty external light switch. The blanks on the waterproof switch were missing, allowing access to touch the live terminals. The technician made safe the switch and a replacement switch was installed.



We can see by the above line graph that positive interventions have been increasing year-on-year; the 99 during 2019/20 is the highest recorded since the start of the contract. 58 positive interventions have been recorded so far during 2020/21.

There were 10 close calls during the 2019/20 financial year, some examples of these include non-adherence to site rules within the car park. One person neglected to engage their handbrake and their car hit a barrier; another was spotted driving the incorrect way out of the car park.

The bi-annual Health and Safety Committee continues to meet to discuss improvements in sub-contractor health and safety practice. This committee feeds into the corporate health and safety groups within Lincolnshire County Council (LCC) to ensure best practice and learning remains high.

2.3 Finance

- **Pain / Gain Result for 2019/20.** A significant proportion of the contract operates on a target cost basis, the costs of which were competitively tendered. The collaborative principle of shared risk against target costs has incentivised the identification of inefficiencies.

As there are other more effective Key Performance Indicators (KPIs) that incentivise time, cost and quality management for Capital projects, and due to the low levels of gain and the time required to manage it, the pain / gain incentive was removed from the Capital projects element of the contract. The gain-share for year four and year five is broken down for comparison in the table below:

Item	Year Four	Year Five
Contract Target Costs	£253,403.05	£257,544.44
Gain		
LCC/VFPL split	£126,701.53	£128,772.22
LCC share	£131,769.58	£137,090.91
KPI % deduction applied	£121,633.47 to VFPL	£120,453.53 to VFPL

The marginal improvement in gain-share can be attributed to efficiencies on the cleaning, soft services and management of legionella bacteria in water. Conversely however, due to VFPL's slight reduction in KPI performance in year five, they received a slightly reduced amount of gain-share on year four despite achieving a greater reduction against the Target Cost.

- **Low Service Damages (LSDs).** One of the performance levers within the contract is the application of Low Service Damages for reactive and planned maintenance tasks. Each task is time-bounded and failure to meet the time constraints without adequate justification will lead to a LSD per job. Sanctions for delayed response and completion range from £150 to £250 per occurrence depending on the type of job.

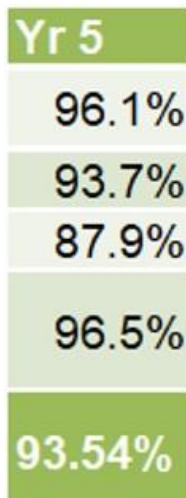
The following shows the value of (credits) generated from LSDs:

Year	Sum of LSDs
2016/17 (Year 2)	£37,950
2017/18 (Year 3)	£10,250
2018/19 (Year 4)	£53,000
2019/20 (Year 5)	£38,650
2020/21 (Year 6 to date)	£6,300

Year five is showing a return to normal in respect to LSD charges. October and November 2019 managed to bring in 49% of the total of LSD credits for the year; this is due to more robust management of the contract which VFPL has improved upon. Furthermore, an additional £31,779.20 was recouped from poor subcontractor performance.

During 2020/21, the LSD recharges are lower than anticipated; this is mainly due to the impact of Covid-19 on businesses and relaxing the implications of a LSD during the months of April – July 2020 inclusive. The total charges to subcontractors that has been recouped due to poor performance year to date is £17,422.56.

2.4 Key Performance Indicators (KPIs) – Year Five

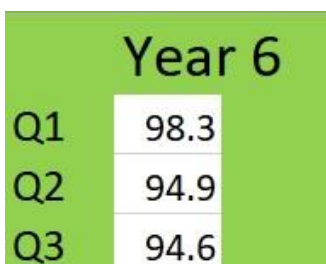


Year five outturn was 93.5% which is lower than the 96% outturn for year four. The annual 'stretch' target is 90%; the baseline (contract) target is 75%. The table to the left shows the annual results by quarter.

On the whole, VFPL performed well in year five. All quarters had a slight drop on overall performance, but this was expected due to lower performance on legionella monitoring.

There was also a dip in performance during the third quarter; this is mainly due to targets in undertaking statutory testing and inspections by required contractual timescales which takes the score down by 25 points per failure for that indicator.

Year Six to date



Year six outturn is expected to exceed year five. VFPL has improved upon their performance in respect to management of legionella monitoring. Some areas of performance saw a dip, notably targets in undertaking statutory testing and inspections within contractual timescales and key stakeholder satisfaction scores.

2.5 Dame Judith Hackitt Report following Grenfell Tower

As previously reported to the Board following the Grenfell Fire tragedy, LCC undertook a whole scale review of 923 buildings. Thankfully there were no buildings identified to contain ACM (Aluminium Composite Material) cladding.

The Government committed to take forward all of Dame Judith Hackitt's recommendations and published a consultation of its reforms in June 2019 called 'Building a Safer Future.'

Following the consultation, in March and April 2020 the Government published its final recommendations. The following is the Corporate Property response to the report:

A new post for a Property Compliance Officer has been created and formally appointed to in January 2021. This post will monitor changes in legislation (including the regulator) and also to ensure that responsible persons/dutyholders are complying with necessary compliance issues and ensuring things such as fire risk assessments, legionella risk assessments, radon risk assessments are accurate and kept up to date. Furthermore, the proposals above could have an impact on Corporate Property to ensure that the dutyholder is complying with the proposed regulator.

Additionally, Corporate Property has increased the frequency of fire risk assessment reviews and fire door inspections on buildings in consultation with Lincolnshire Fire and Rescue. Following the inspections of fire doors, the outcomes could lead to repair and/or replacement of fire doors that would require an additional investment of £340k per year for the next five years.

2.6 South Park Campus Mobilisation

The £21m South Park blue light campus fully opened at the end of 2019 and facilities management mobilised. This was not without its challenges; however generally the stakeholders have provided some very positive feedback on the level and quality of service provided by the VFPL team.

The stakeholders have praised the level of cleaning that is provided by VFPL and that this is far higher quality than the service they have received from other suppliers. Furthermore, the site Facilities Manager has received praise from the stakeholders; he now chairs the quarterly South Park campus user group meetings which helps facilitate feedback from other building users and promotes good working relationships between the diverse range of stakeholders.

2.7 Smarter Working

The County Council's Transformation Programme includes a move towards Smarter Working; this will change how LCC uses office accommodation with a focus on using the office for collaborative activities. It is anticipated that staff will typically work in the office two days per week. This reduction in office use will mean

that LCC will be able to reduce the number of buildings it uses as offices; the details of this will be finalised over the coming months. The remaining office estate will be a mixture of bookable managed workspace and service hubs. The hybrid way of working has been significantly enabled by advances in technology such as the use of Microsoft Teams.

2.8 VMOST

VMOST (**V**ision, **M**ission, **O**bjectives, **S**trategies and **T**actics) is a business planning model that VINCI introduced to the contract from the outset and is used to shape the 12-18 month business plan. A key development this year is that, to improve staff engagement, each step of the process has been delegated to the staff level where the work takes place.

The existing VMOST has been reviewed and with recommendations that was considered by the Joint Management Board. A new VMOST has been developed to link closely to Lincolnshire County Council's Corporate Plan. The four new strategies in the VMOST are as follows:

- Reducing the carbon footprint of the estate
- Increase the efficiency and effectiveness of the estate
- Grow, inspire and motivate our One Team
- Deliver the Corporate Landlord model

2.9 Continuous Improvement

Corporate Property and VFPL have continued to drive improvements and efficiencies through the use of improved reporting.

- **PowerBI Reporting.** As previously reported to the Board in February 2020, VFPL had further developed their reporting tools through PowerBI and key work such as statutory and reactive maintenance is now being monitored more effectively by both VFPL and also Corporate Property.
- Corporate Property is also developing reports through PowerBI use by greatly assisting with contract and financial management.
- **Insourcing of Commissionaire Service.** As another continuous improvement item VFPL has successfully insourced the commissionaire service from a subcontractor. This will provide a more efficient, reliable and professional service to the Council.

3. Conclusion

The Board is asked to review performance of year five and the interim report for year six. Corporate Property is continuing to work hard to deliver and identify further opportunities for efficiencies, savings and to work more effectively within the One Team.

4. Consultation

a) Risks and Impact Analysis

Not Applicable

5. Appendices

These are listed below and attached at the back of the report	
Appendix A	Property Services Contract Annual Review 2020

6. 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 Stuart Wright, Contract Manager, who can be contacted on 01522 553503 or by email at stuart.wright@lincolnshire.gov.uk and Andy Fenn, Head of Facilities Management, who can be contacted by email at andy.fenn@lincolnshire.gov.uk

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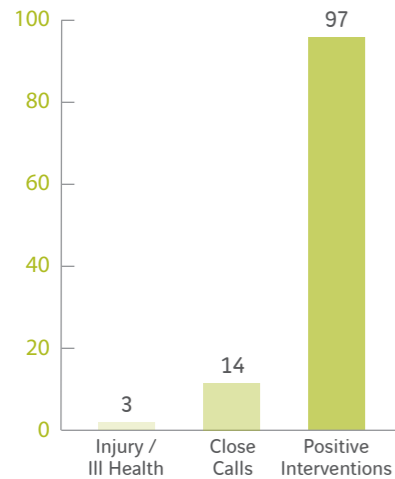
PROPERTY SERVICES CONTRACT

ANNUAL REVIEW 2020

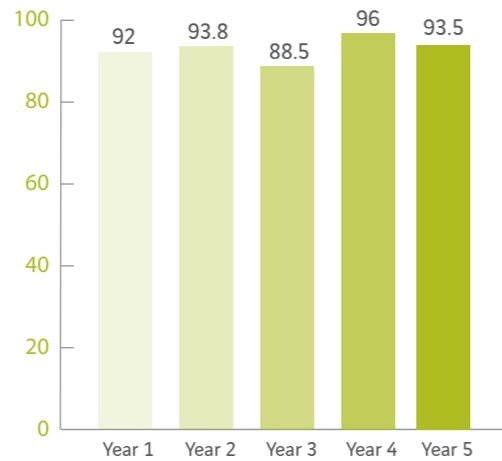


Key Contract Information Annual Review Dashboard

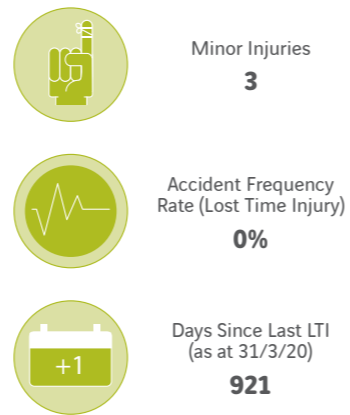
HEALTH & SAFETY INCIDENTS APRIL 2019 TO MARCH 2020 Cumulative and in Month



KPI OVERALL SCORES Years' 1, 2, 3, 4 & 5



HEALTH & SAFETY RECORD



Kevin Kendall, Assistant Director - Corporate Property

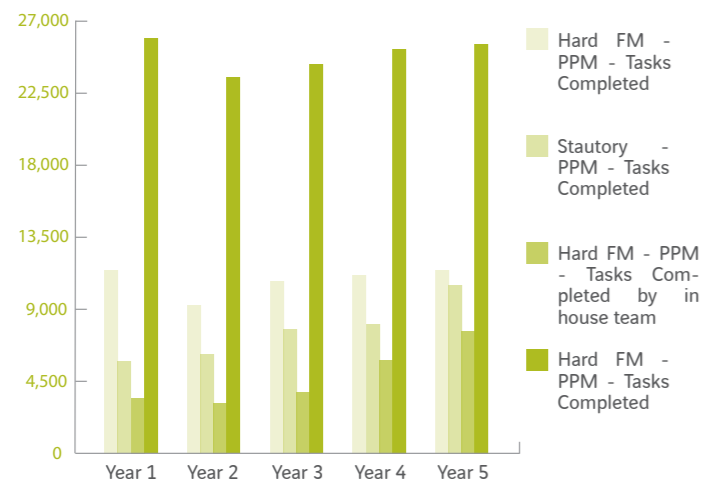
I am proud to present the 2020 Annual Service Review for the Lincolnshire County Council (LCC)/VINCI Facilities partnership, under an NEC3 Terms Services contract, which commenced on 1st April 2015.

Once again, I am able to report that our contractual relationship grows stronger and our collaborative ONE Team working is a key enabler for this. This has never been more evident than during the COVID-19 pandemic, which has seen us work closely together to maintain essential services, forming a joint Business Continuity Team ahead of the UK lockdown as we pre-empted the impact the pandemic may have. An overview of the achievements of the team are included in this document.

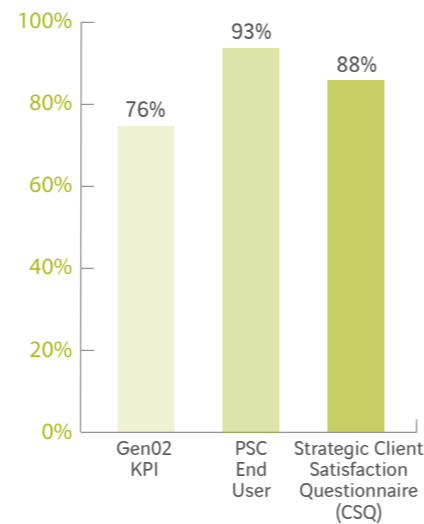
The review also outlines key contract information demonstrating the performance of VINCI Facilities during 2019/20, an update on a major continuous improvement project (Concerto Water Module) and an article on the South Park, Bluelight Centre project, for which the ONE Team won a national award in February 2020 in HM Government Property Awards.

These achievements are testament to the ONE Team's restless desire to innovate and I look forward to us achieving much more together in future years.

FACILITIES MANAGEMENT VOLUMES Planned Preventative Maintenance (PPM)



CUSTOMER SATISFACTION SCORES 2019/20



Tony Raikes, Managing Director, VINCI Facilities

I am delighted, once again, to have the opportunity to be able to present the achievements of our partnership with LCC through this Annual Service Review, which features key aspects of the 2019/20 year.

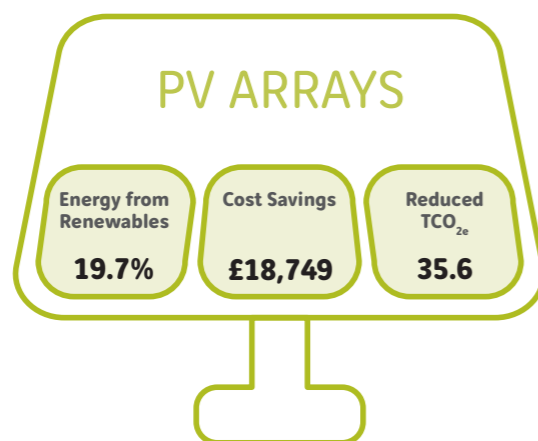
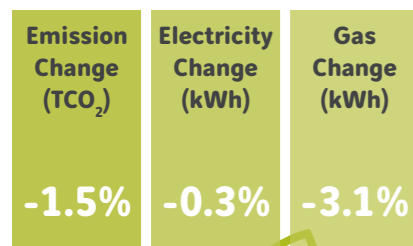
VINCI Facilities achieved another exceptional KPI performance for the year, which reflects the hard work, commitment and determination of a team that always has the needs of the customer at heart.

VINCI Facilities has also demonstrated a continued focus on health and safety through our Think Again! Behavioural Safety Programme. For our LCC contract in 2019/20, the Accident Frequency Rate (Lost Time Injury) was 0%, no mean feat against a workload of more than 46,000 Planned Preventative Maintenance and Reactive tasks, 96,000 cleaning hours and over 80 Capital Repair and Maintenance projects. Active reporting and actioning of Close Calls and Positive Interventions remains a personal objective for every member of the team.

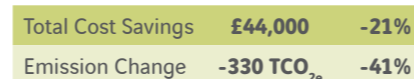
COVID-19 has naturally dominated activities more recently and I am extremely proud of the way we have worked together as ONE Team, in partnership, to proactively face this crisis. Demonstrating great responsiveness, resilience, flexibility, and resourcefulness to rapidly flexi our support to LCC and introduce newly required services, such as access to 24/7 COVID cleans, which has enabled critical buildings, including schools, to remain operational. This has been a phenomenal ONE team achievement and this Annual Service Review provides more detail about our joint COVID response.

Finally, I was delighted that VINCI Facilities had the opportunity to support Kevin in delivering a Leadership Workshop to the Council's Senior Leadership Team earlier in the year, which proved to be an extremely successful event. Going forward, I look forward to continuing our collaboration with LCC for many years to come, helping the Council achieve its objectives.

ENERGY MANAGEMENT 2020



3 BLUELIGHT BUILDINGS VS SOUTH PARK (9 months)





Key Contract Information and VMOST

PROGRESS TO DATE

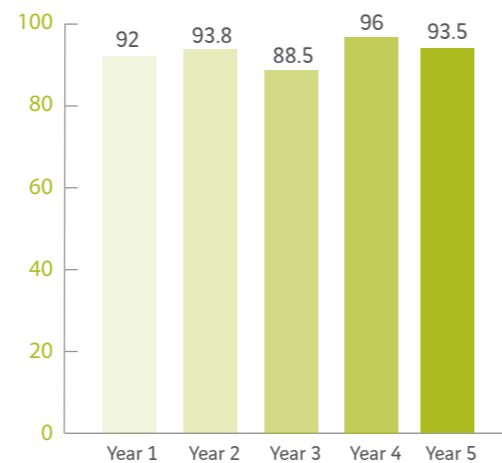
The contract continues to perform well with an overall KPI score of 93.5% being achieved in Year 5.

Some elements of the service are based on target cost and allow for gainshare where costs achieved are less than the target. This is robustly monitored from a financial perspective and also to verify that quality of service is maintained.

VMOST

This is the ONE Team business plan, which is reviewed and updated every 18 months. We are currently in the process of developing our plan for the next 18 months and the VMOST will be updated accordingly.

KPI OVERALL SCORES
Years' 1, 2, 3, 4 & 5



GOING FORWARD

It is important that KPIs continue to measure the right outputs and we had planned to review and refresh the contractual KPIs by the end of year 5. This exercise was slightly delayed owing to the COVID pandemic and will be picked up again this year.

Climate Change

PV ARRAYS

In March 2019 LCC commissioned photovoltaic arrays to be installed at three schools in South Lincolnshire and one at Lancaster House. These ranged in size from 7 kilowatts peak (kWp) to 26kWp, covering roof areas from 35m² up to 144m².

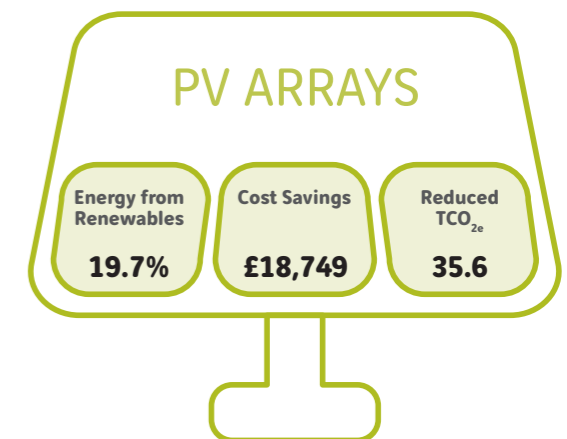
CARBON MANAGEMENT PLAN

The last financial year saw a 1.5% drop in carbon emissions compared to the baseline year under the third Carbon Management Plan.

The Blue Light Centre at South Park shows an annual reduction in both running costs (£44,000, -21%) and carbon (330 TCO_{2e}, -41%) compared to the 3 separate buildings that it replaced. TCO_{2e} is a standard unit for measuring carbon footprints.

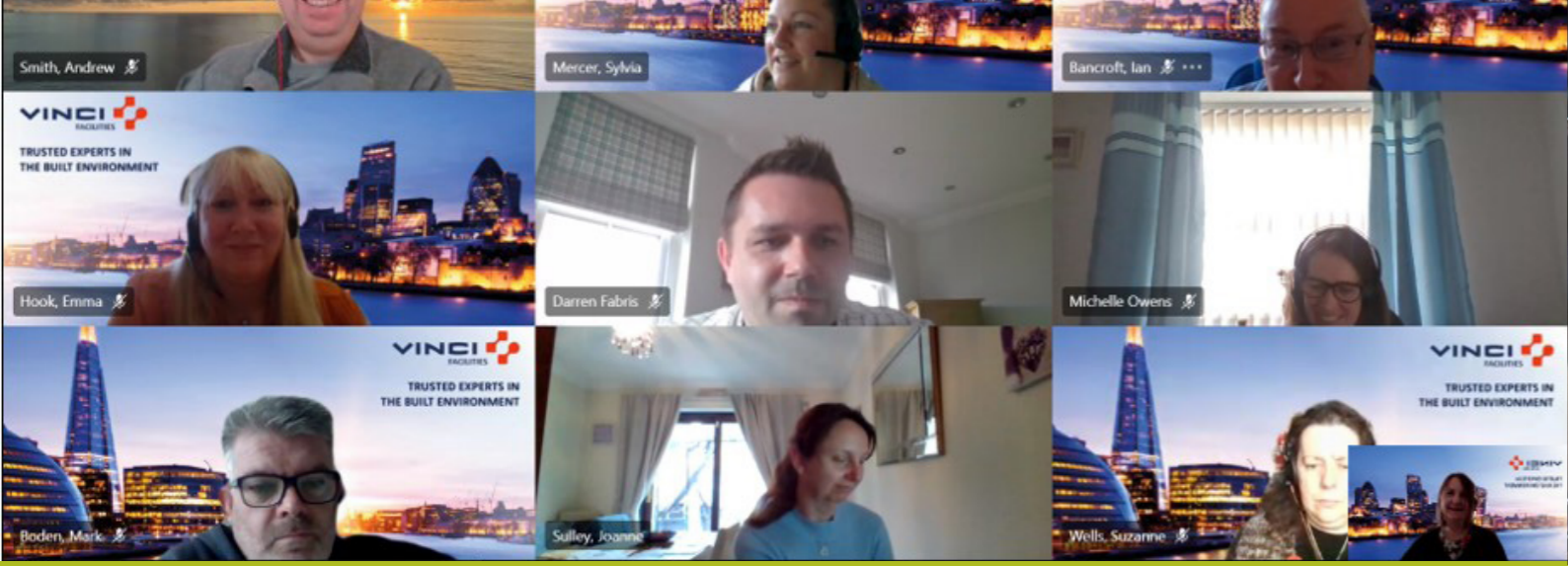
The gas consumption has fallen by 3.1% overall with schools increasing by 1.8% and non-schools reducing by 7.4%. Degree days area measure of how much (in degrees), and for how long (in days), the outside temperature was below a certain level. The degree days suggest that, compared to the baseline, the gas consumption should have increased by 6.7%, so both categories have performed well.

Over a year has passed and the following has been achieved:



GOING FORWARD

The ONE Team will continue to actively support LCC's Carbon Management Plan through the initiatives already highlighted and by working together to identify other areas to drive down the carbon footprint in our operations.



COVID-19 Response

In March 2020, as the UK went into lockdown as a response to COVID-19 and to reduce transmission of the virus, the challenge for the Property ONE Team was to continue to deliver statutory and essential FM, cleaning, and property project services. Many of these services are critical in serving the community and needed to be delivered whilst working safely and within social distancing protocols.

With many of the team deemed key workers, and most office-based managers and teams working remotely at home, this has been a life-changing and intense period, but the team have risen to every challenge presented.

As key workers, our engineers, and cleaners continued to carry out statutory maintenance and soft services in corporate buildings, emergency service buildings, and schools, as far as possible. With over 240 buildings remaining open and over 180 closed or partially closed, it has been an immense task to manage and maintain these services through the pandemic.

Our approach was centred around the following principles:

- 1. Effective Governance**
 - Working collaboratively to form a joint Business Continuity Team
 - Daily calls on Microsoft Teams
 - All actions/decisions were logged, and this was kept in Concerto where all team members could access it

- 2. Comms & Engagement**

- A COVID-19 Comms and Engagement Plan was agreed
- Daily comms shared with the ONE Team
- Weekly wellbeing newsletters were issued to the team
- Fortnightly 'praise' calls for team members to recognise outstanding performance/responsiveness to COVID issues**

- 3. Flexible Resourcing**

- Service requirements were changing daily so flexibility and agility were required to meet demand
- Some engineers were trained as cleaners in order to provide resilience across the teams
- 24/7 COVID cleans were made available in order to keep buildings operational, this was critical for the police custody suite to maintain services**

- 4. Support to Building Users**

- Office equipment/chairs were delivered to LCC homeworkers
- Written guides were produced to help building users understand what they need to do
- Helpdesk advise/support of statutory maintenance tasks

- 5. Health and Safety**

- COVID Health and Safety operating procedures were adopted by key workers, including use of PPE

- 6. Special Projects**

- There were a number of adhoc projects that were delivered, for example, **supplying and kitting-out an emergency children's respite centre in 48 hours to accommodate a sharp increase in domestic abuse during lockdown**

- 7. Community Engagement**

- Many of the ONE team provided much needed volunteer support to the community, including **one gas engineer who offered his services free to the elderly and vulnerable, donating to local foodbanks, sewing washbags for NHS workers, and crocheting hearts for COVID patients**

- 8. Energy Savings**

- Energy consumption was tracked through the lockdown period:
 - ESPO billing data from April to June 2020 shows that the **gas and electricity bills reduced by £172,000 compared to the same period in 2019. Schools have seen an overall reduction of £100,000 and non-schools £72,000**
 - The corresponding emissions have reduced by 512 TCO_{2e} or 3.6% based on the baseline year for the latest Carbon Management Plan (2016/17). **For those same three months County Offices has saved just over £8,000 and reduced its emissions by 34 TCO_{2e}**

ACHIEVEMENTS AND OUTCOMES

Through the period **from April to June over 85% of our normal volume of statutory maintenance activities were maintained**; those not completed were where access was not possible or in demobilised building where the tasks were deemed not required. A number of key projects were also delivered, and construction projects were continued.

In order to remobilise buildings, **a COVID Building Safety Project Team was established, which has organised risk assessments and control measures for 431 buildings**, including fire safety and first aid arrangements, social distancing measures in buildings, screens, and sanitiser stations.

Strong and effective governance, a culture of collaborative working, enabling technology and an overwhelming desire to support the people of Lincolnshire during this period have driven the ONE Team to achieve so much – and always with smiles on our faces!

GOING FORWARD

The ONE Team is now engaged in workspace management for the duration of the pandemic. This will be used as a platform to deliver more modern, agile, workspaces going forward.



Projects Showcase

SOUTH PARK

FROM CONCEPTION TO IMPLEMENTATION

Following three years of planning and construction, the £21.5m South Park facility successfully opened in 2019 creating the UK's first tri-service, Blue Light Station with custody (housing police, fire, and ambulance services under one roof).

Over the project period, LCC, Lincolnshire Police, Lincolnshire Fire and Rescue, and East Midlands Ambulance Service, Willmott Dixon, Kier, and VINCI Facilities navigated the challenges of different organisational, partnership, commercial, and cultural drivers. The team developed the productive relationships needed to deliver this complex, multi-faceted project.

From the early design stages, through to construction and building launch, the team steered through complex policies and systems to find shared ways to approach ICT, HR, legal, and operational functions.

Working collaboratively, they identified solutions that worked for all parties on everything from building security, infection control and rapid response requirements.

In practical terms, this involved planning and delivering a construction project running alongside live emergency services operations and updating the design and build specification as policy and legislation changed over the life of the project.

The team supported approximately 450 front-line staff to transition with minimal disruption ensuring these vital public services continued to operate effectively. They delivered a building which encourages shared rest, admin, and operational areas. This is resulting in improved relationships and information sharing. Cross-service understanding is also developing, providing an exciting platform to collaborate further on shared areas and resources, operational response, and learning for the future.

The building became fully operational in November 2019, and VINCI Facilities have a competent, police-vetted on-site FM Team to manage maintenance and cleaning services. This includes access to 24/7 body spill and COVID cleans, which are critical in keeping the Custody Suite fully operational. The team have received many complimentary comments from the Police staff regarding the high standard of the service.



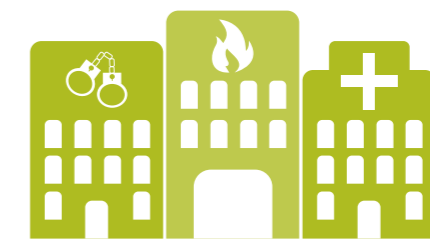
Keen to support the community, VINCI Facilities was proud to take part in a custody sleepover event at South Park. This saw two team members spend a night in the cells, helping to raise vital funds for a local boy who has Ewing Sarcoma



The project was also successful in winning HM Government Property Awards in 2020, for the ONE Team Working category, a fitting reward for all the hard work and energy of the team!

LESSONS LEARNT

After building completion, facilitated Lessons Learnt workshops were held with all stakeholders to capture successes and key areas of learning from the project and also as a celebration of a job well done! The workshops were interactive, fun, and well received by all parties.



3 BLUELIGHT BUILDINGS VS SOUTH PARK (9 months)

Total Cost Savings	£44,000	-21%
Emission Change	-330 TCO _{2e}	-41%

The energy consumption of the new building has been compared with the total consumption of the previous buildings occupied by the three services, with significant overall reductions in cost and consumption.

GOING FORWARD

The outcomes of the Lesson Learnt Workshops will be taken forward into future projects to inform upcoming complex multi-stakeholder projects.



Special Education Needs & Disabilities Programme (SEND)

The current multi-million pound Special Educational Needs and Disabilities Programme (SEND) is the biggest single investment in Lincolnshire Schools ever undertaken. Lincolnshire has twenty special schools for pupils with special needs, a mixed economy of multi-academy trusts and Local Authority maintained schools.

Research commissioned by LCC identified the need to 'reshape' SEND provision to meet the needs of the increasing population of pupils requiring placement in a special school setting. It also highlighted the need for more collaborative working between special and mainstream schools, and lends its support for an 'All Needs' approach to SEND.

Leaders in education in Lincolnshire have identified that the existing provision is experiencing considerable pressures and questions around sustainability and premises suitability have been raised. These issues, together with the unacceptable distances travelled by pupils to school and excessive demand on special school places, make the current system unsustainable.

To aid delivery of the SEND Strategy a five-year construction programme has been developed for the following schools to be completed between 2020 and 2023:

- Bourne Willoughby
- Spilsby Eresby
- Boston John Fielding
- Lincoln St Francis
- Grantham Sandon/ Ambergate (CIT)
- Horncastle St Lawrence

- Louth St Bernards
- Spalding Priory
- Spalding Garth (CIT)
- Lincoln St Christopher's
- Gosberton House

The existing Boston John Fielding School is to be replaced with a brand new school adjacent to Boston St Nicholas School. It will be renamed as the Endeavor Academy and is the first project to commence on site and is scheduled to be completed by July 2021. In spite of several weeks of very limited activity on site in the early stages of lockdown, and ongoing implications of strict COVID related site operating procedures, a truly collaborative approach by the entire Project Team that has leveraged technology, built on strong existing relationships, and demonstrated resilience and adaptability, helped mitigate COVID related delays to just two weeks.

Next priorities are the projects at Bourne Willoughby and Spilsby Eresby Schools. Both have significant challenges regarding the existing sites with a major diversion of a network 11KV power cable required pre-contract at Spilsby and an archaeological investigation of the Bourne site a condition of the planning consent.



The archaeologists were extremely excited to find an iridescent bottle bottom and a terracotta pot dating back 2,000 years.

Both projects are scheduled to commence on site in the Autumn and be complete in Summer 2022. One initial problem was finding Muntjac deer on the site despite it being in the middle of an urban area. Fortunately, the deer have moved on without the need for any encouragement!

GOING FORWARD

The ONE Team will continue to support and drive the delivery of these critical projects over the five-year programme.



SLT Leadership Workshop

The Corporate Property ONE Team presented a workshop at the County Council Chief Executive's, Senior Leadership Team (SLT) held in February 2020. The objective was to present a taster of the collaborative leadership approach taken to deliver the contract.

One of the Chief Executives, Debbie Barnes', key strategies is to develop a High Challenge, High Support culture within her leadership team. The Flex Styles, behaviour adaptability tool, is one of the many impactful tools used as part of the Lean Management Excellence Framework and Empower that has been adopted by Corporate Property as key cornerstones to the ONE Team collaboration.

The one-hour workshop included:

- **Kevin Kendall, Assistant Director, Corporate Property**, outlined his expectation of the client/supplier relationship for the contract – the ONE Team approach
- **Stuart Wright, LCC Contract Manager**, outlined a case study of how the ONE Team approach helped make the recent One Public Estate South Park Blue Light project Park an award-winning success
- **Paul Taylor, VINCI Facilities Customer Director**, gave an overview of the Excellence Framework and a taster of some of the Lean and Empower tools, utilised during the contracts mobilisation and since adopted by the ONE Team
- **Gary Codling, VINCI Facilities Performance Director**, then introduced and facilitated the Flex Style workshop

The leadership group fully participated, were all engaged and had a bit of fun too. They learned a lot about each other's core behavioural attributes and armed with this knowledge how to get the best from one another.

"Thank you all for a great session today and for all the preparation work before hand, it couldn't have gone any better and I've received some really positive feedback. A great ONE Team effort!"

Kevin Kendall, Assistant Director – Corporate Property

"I am writing to thank you for presenting an innovative and enjoyable leadership presentation to the Lincolnshire County Council team. I am very grateful for the time and effort put into the session and am delighted with the outcomes and response. The session enabled us to analyse our leadership styles in a fun and humorous way, which will support us to embed a distributed leadership approach across the one Council."

Debbie Barnes, Chief Executive, LCC

GOING FORWARD

There was also much intrigue generated about some of the other tools such as the accountability ladder and circles of presence. Several of the SLT asked for more supporting material on these to help them cascade to their teams - to be continued, no doubt...

Innovation & Value Added

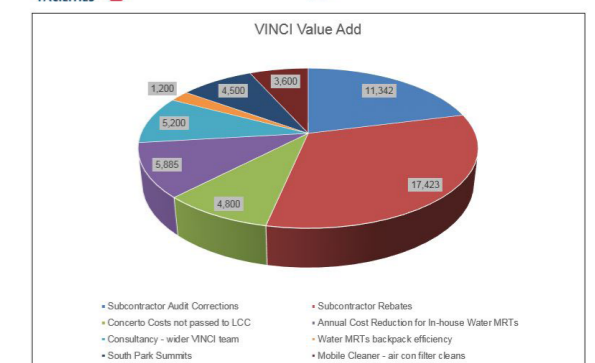
Continuous improvement is a key part of our approach across the contract. **Year five of the contract saw £54k's worth of added value delivered through efficiencies, process improvements, cash savings, and avoided costs.**

A key new improvement currently being trialled is a module within the Concerto system, which will enable monthly water temperature monitoring to be captured electronically rather than through a manual paper system. **This has involved the assessing and inputting over 14,000 assets.** Once the temperatures are recorded in the system, it will be possible to produce dashboard reports which will identify any issues at a glance rather than a manual review of the paper documents.

It is estimated this will remove 500 processing hours per annum, 240 hours per annum for Water MRTs to deliver forms to County Offices, and the subsequent reduction in travel also has a positive impact on carbon footprint. This electronic system also minimises the possibility of human error in spotting potential areas for remedial action.

Water MRTs are being trained in basic plumbing so they can resolve some fixes whilst on site, reducing the requirement for a further visit. The resulting efficiencies are being measured.

VINCI FACILITIES Value Add Yr 5 = £54,000



Lincolnshire COUNTY COUNCIL Working for a better future

GOING FORWARD

We will continue to drive efficiencies and added value. A further key area, once the water module is embedded, will be to explore remote temperature monitoring in the most remote sites, thereby reducing travel costs and carbon footprint.

Government Property Awards

Tuesday 25th February 2020



Team Awards

PROGRESS TO DATE

Over the last year, the ONE Team has been a winner/ finalist in the following awards/categories:

HM GOVERNMENT PROPERTY AWARDS 2020

- Winner of the ONE Team Award for the South Park Project



MJ AWARDS 2020

- Finalist in the Workforce Transformation Category (winner to be announced 2nd October 2020)



ROSPA

- President's Awards to VINCI for outstanding performance in health and safety at work over a period of 10 years

There have been a number of employee recognition awards.

ONE TEAM EMPLOYEE AWARDS

HEALTH & SAFETY

- **Karl Sheridan, Water MRT Supervisor** – for identifying and reporting a serious health and safety risk within a Lincolnshire school

COVID MANAGEMENT

- **Jen Clarke** – COVID Building Mobilisation
- **Michelle Owens** – Building COVID Management
- **Matt Stapleton** - Temporary Refrigeration Facility

COVID RECOGNITION CALLS

Throughout lockdown, fortnightly calls were held with teams and employees to recognise outstanding performance, actions and responsiveness through the pandemic.

They are too numerous to mention individually but our thanks to everyone who was invited onto a call to receive recognition that was truly deserved!

GOING FORWARD

We will continue to showcase our team achievements by submitting nominations for local and national awards, particularly those that demonstrate collaborative working, which lies at the heart of our approach.





ONE TEAM proud to deliver exceptional services

For enquiries, please contact Sue Matheson, Project Director – sue.matheson@vincifacilities.com



Please note:

Most of the photography within this document was taken before the social distancing rules for COVID-19

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

Report to:	Overview and Scrutiny Management Board
Date:	17 March 2021
Subject:	Overview and Scrutiny Management Board Work Programme

Summary:

This item informs the Board of its current work programme for 2021. 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 2021, 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 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)

17 March 2021 – Virtual Meeting		
Item	Contributor	Purpose
Developer Contributions Scrutiny Review - Executive Response and Action Plan	Justin Brown, Assistant Director – Growth Councillor Colin Davie, Executive Councillor for Economy and Place Councillor Eddy Poll, Executive Councillor for Commercial and Environmental Management	Scrutiny Review Activity
Draft One Council Commissioning Framework 2021-2024	Sophie Reeve, Assistant Director - Commercial	Pre Decision Scrutiny (Executive decision on 7 April 2021)
Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director - Commercial Arnd Hobohm, Serco Contract Manager	Performance Scrutiny
Corporate Support Services Review (CSSR) - Update and Emerging Draft IMT Model	James Drury, Executive Director - Commercial Sophie Reeve, Assistant Director – Commercial John Wickens, Assistant Director - IMT and Enterprise Architecture	Policy Review

17 March 2021 – Virtual Meeting		
Item	Contributor	Purpose
Update on IMT Services - User Engagement and Project Portfolio	Donna Fryer, Head of Portfolio and Resources Allison Kapethanasis, ICT Business Relationship and User Engagement Manager	Performance Scrutiny
Establishment of the Legal Services Company – Progress Report	David Coleman, Chief Legal Officer	Performance Scrutiny
Covid-19 Update	Michelle Andrews, Assistant Director – Corporate Recovery	Policy Development / Review
Property Services Contract Year Five Report	Stuart Wright , Contract Manager - Corporate Property	Performance Scrutiny

29 April 2021		
Item	Contributor	Purpose

17 June 2021		
Item	Contributor	Purpose
Introduction to Service Areas reporting to the Overview and Scrutiny Management Board	Debbie Barnes, Chief Executive Andrew Crookham, Executive Director – Resources James Drury, Executive Director - Commercial	Induction

17 June 2021		
Item	Contributor	Purpose
Introduction to the Transformation Programme	Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance Clare Rowley, Head of Transformation	Induction

01 July 2021		
Item	Contributor	Purpose
Treasury Management Annual Report 2020/21	Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Performance Scrutiny
Revenue Review of Financial Performance 2020/21	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 6 July 2021)
Capital Review of Financial Performance 2020/21	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 6 July 2021)
Performance Reporting against the Corporate Plan Performance Framework 2020/21 - Quarter 4	Jasmine Sodhi, Performance and Equalities Manager	Pre Decision Scrutiny (Executive decision on 6 July 2021)
Future Wide Area Network (WAN) Options Appraisal	Sophie Reeve, Assistant Director – Commercial	Pre-Decision Scrutiny (Executive decision on 6 July 2021)
Update on IMT Services <ul style="list-style-type: none"> • Plan Delivery • Service KPI's & Service Issues 	John Wickens, Assistant Director - IMT and Enterprise Architecture Miranda Johnson, Head of Contracted Services, IMT	Performance Scrutiny

01 July 2021		
Item	Contributor	Purpose
HR Management Information and Workforce Plan Update Report	Lucy Shevill, Strategic HR Business Partner Fiona Thompson, Head of Human Resources	Performance Scrutiny

26 August 2021		
Item	Contributor	Purpose
Revenue Budget Monitoring Report 2021/22 – Quarter 1	Michelle Grady, Assistant Director - Finance	Pre Decision Scrutiny (Executive decision on 7 September 2021)
Capital Budget Monitoring Report 2021/22 – Quarter 1	Michelle Grady, Assistant Director - Finance	Pre Decision Scrutiny (Executive decision on 7 September 2021)
Performance Reporting against the Corporate Plan Performance Framework 2021/22 - Quarter 1	Jasmine Sodhi, Performance and Equalities Manager	Pre Decision Scrutiny (Executive decision on 7 September 2021)
Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director - Commercial Arnd Hobohm, Serco Contract Manager	Performance Scrutiny
Update on the Corporate Support Services Review	James Drury, Executive Director - Commercial Sophie Reeve, Assistant Director – Commercial John Wickens, Assistant Director - IMT and Enterprise Architecture	Policy Review

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

FORWARD PLAN OF KEY DECISIONS FROM 01 APRIL 2021

PUBLISH DATE 3 MARCH 2021

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
I021845	Market Deeping Grow-On Business Space	Open	Executive Councillor: Economy and Place Leader of the Council (Executive Councillor: Resources and Communications) Between 19 Mar 2021 and 30 Apr 2021	Environment and Economy Scrutiny Committee; Elected Member for Deepings East; Eventus Business Centre staff and tenants	Report	Special Projects Officer Tel: 07717 447112 E-mail: amanda.bond@lincolnshire.gov.uk	
I022044	Appointment of Project Management Services for the North Hykeham Relief Road	Exempt	Executive Councillor: Highways, Transport and IT Between 1 Apr 2021 and 5 Apr 2021		Report	Head of Highways Infrastructure Email: sam.edwards@lincolnshire.gov.uk	
I021886	Local Flood Incident Response	Open	Executive 7 Apr 2021	Public Protection and Communities Scrutiny Committee	Report	Head of Environment Email: david.hickman@lincolnshire.gov.uk	All Divisions
I022045 New!	Procurement of Post Mortem and Mortuary Services	Open	Executive 7 Apr 2021	Public Protection and Communities Scrutiny Committee	Report	Head of Safer Communities Email: sara.barry@lincolnshire.gov.uk	All Divisions
I021049	The expansion of St Lawrence's School, Horncastle	Exempt	Leader of the Council (Executive Councillor: Resources and Communications) Between 28 Jun 2021 and 2 Jul 2021	Children and Young People Scrutiny Committee	Report	Head of Property Development Email: dave.pennington@lincolnshire.gov.uk Programme Manager, Special Schools Strategy Email: eileen.mcmorrow@lincolnshire.gov.uk	Horncastle and the Keals

I021977	Highways Infrastructure Asset Management Plan 2021/22	Open	Executive Councillor: Highways, Transport and IT Between 30 Jun 2021 and 9 Jul 2021	Highways and Transport Scrutiny Committee	Report	Head of Highway Services paul.rusted@lincolnshire.gov.uk	All Divisions
I022021	Re-painting and Maintenance Works to Cross Keys Swing Bridge	Open	Executive Councillor: Highways, Transport and IT Between 30 Jun 2021 and 9 Jul 2021	Executive Councillor; Executive Support Councillor; Local Councillor; Highway and Permitting colleagues including Lincolnshire, Norfolk, Cambridgeshire and Highways England; Historic Environment Team; public utility companies; businesses in the vicinity; and the Highways and Transport Scrutiny Committee	Report	Principal Engineer (Structures) Email: richard.waters@lincolnshire.gov.uk	The Suttons
I021772	Future Wide Area Network (WAN) Options Appraisal	Open	Executive 6 Jul 2021	Overview and Scrutiny Management Board	Report	Assistant Director Commercial Email: sophie.reeve@lincolnshire.gov.uk	
I022020	Revenue Review of Financial Performance 2020/21	Open	Executive 6 Jul 2021	Overview and Scrutiny Management Board	Report	Assistant Director - Finance Email: michelle.grady@lincolnshire.gov.uk	All Divisions
I022019	Capital Review of Financial Performance 020/21	Open	Executive 6 Jul 2021	Overview and Scrutiny Management Board	Report	Assistant Director - Finance Email: michelle.grady@lincolnshire.gov.uk	All Divisions
I022022	Coronial Area and Service Merger with North and North East Lincolnshire	Exempt	Executive 6 Jul 2021	Public Protection and Communities Scrutiny Committee	Report	Head of Safer Communities Email: sara.barry@lincolnshire.gov.uk	All Divisions
I021048	The expansion of the Priory School, Spalding	Exempt	Leader of the Council (Executive Councillor: Resources and Communications) Between 26 Jul 2021 – 30 Jul 2021	Children and Young People Scrutiny Committee	Report	Head of Property Development Email: dave.pennington@lincolnshire.gov.uk Programme Manager, Special Schools Strategy Email: eileen.mcmorrow@lincolnshire.gov.uk	Spalding South
I021050	The expansion of St Christopher's School, Lincoln	Exempt	Leader of the Council (Executive Councillor: Resources and Communications) Between 26 Jul 2021 – 30 Jul 2021	Children and Young People Scrutiny Committee	Report	Head of Property Development Email: dave.pennington@lincolnshire.gov.uk Programme Manager, Special Schools Strategy Email: eileen.mcmorrow@lincolnshire.gov.uk	Swallow Beck and Witham

I021978	Winter Service Plan 2021	Open	Executive Councillor: Highways, Transport and IT Between 15 Sep 2021 and 29 Sep 2021	Highways and Transport Scrutiny Committee	Report	Materials Engineer Email: matt.huddleston@lincolnshire.gov.uk	All Divisions
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