



County Offices
Newland
Lincoln
LN1 1YL

16 March 2022

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 24 March 2022 at 10.00 am in the Council Chamber, County Offices, Newland, Lincoln Lincs LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in cursive script 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), T J N Smith (Vice-Chairman), Mrs J Brockway, P M Dilks, A M Hall, R J Kendrick, C S Macey, C E H Marfleet, N H Pepper, E W Strengiel and R Wootten

Added Members

Church Representative: Reverend P A Johnson

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

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA
THURSDAY, 24 MARCH 2022**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Interest	
3	Minutes of the meeting held on 24 February 2022	5 - 18
4	Announcements by the Chairman, Executive Councillors and Chief Officers	
5	Consideration of Call-Ins	
6	Consideration of Councillor Calls for Action	
7	Bikeability (Cycling Proficiency) Procurement <i>(To receive a report by Chris Miller, Deputy Head – Environment, which invites the Board to consider a report on the Bikeability Procurement, which is due to be considered by the Executive Councillor for Highways, Transport and IT, between the 29 and 31 March 2022. The views of the Board will be reported to the Executive Councillor as part of his consideration of this item)</i>	19 - 40
8	Transformation Programme Update <i>(To receive a presentation from Clare Rowley, Head of Transformation and Chris Erskine, Principal Social Worker - Adult Care and Community Wellbeing, which provides the Board with an update on the Transformation Programme, including a focussed overview of the Adults Improvement and Development project, to demonstrate the positive impact of the Transformation Programme)</i>	41 - 42
9	Property Services Contract Year Six Report and Interim for Year Seven <i>(To receive a report from Stuart Wright, Contract Manager - Corporate Property, which provides an update on the performance of the Property Services Contract with VINCI Facilities Partnership Limited (VFPL) at the end of the sixth year of the contract with an interim report for year seven)</i>	43 - 52
10	Update on IMT Services - User Engagement and Project Portfolio <i>(To receive a report from Donna Fryer, Head of Portfolio and Resources Allison Kapethanasis, ICT Business Relationship and User Engagement Manager, which informs 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)</i>	53 - 76
11	Scrutiny Committee Work Programmes	77 - 88

(To receive a report which sets out the work programmes of the Adults and Community Wellbeing and the Health Scrutiny Committee for Lincolnshire; and in accordance with the Board's agreed programme)

ITEMS FOR INFORMATION ONLY

- 12 Overview and Scrutiny Management Board Work Programme**
(To receive a report which enables the Board to note the content of its work programme for the coming year)

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

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

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing [Agenda for Overview and Scrutiny Management Board on Thursday, 24th March, 2022, 10.00 am \(modern.gov.co.uk\)](#)

All papers for council meetings are available on:
<https://www.lincolnshire.gov.uk/council-business/search-committee-records>



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PRESENT: COUNCILLOR T J N SMITH (VICE-CHAIRMAN, IN THE CHAIR)

Mrs J Brockway, P M Dilks, A M Hall, R J Kendrick, C S Macey, C E H Marfleet, N H Pepper, E W Strenziel, R Wootten and Mrs J E Killey

Added Members

Councillor R D Butroid attended the meeting as an observer.

Councillors Mrs S Woolley and M A Whittington attended the meeting as observers via Microsoft Teams.

Officers in attendance:-

Debbie Barnes OBE (Chief Executive), Kiara Chatziioannou (Scrutiny Officer), Andrew Crookham (Executive Director Resources), James Drury (Executive Director Commercial), Andy Gutherson (Executive Director Place), Tracy Johnson (Senior Scrutiny Officer), Tony Kavanagh (Assistant Director – Human Resources and Organisational Support), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and Emily Wilcox (Democratic Services Officer)

Officers in attendance via Microsoft Teams:

Pam Clipson (Head of Finance - Adult Care and Community Wellbeing), Andy Gutherson (Executive Director – Place), Caroline Jackson (Head of Corporate Performance), Sue Maycock (Head of Finance - Corporate), Andrew McLean (Assistant Director - Transformation), Keith Noyland (Head of Finance - Communities), Mark Popplewell (Head of Finance - Children's Services), Heather Sandy (Executive Director - Children's Services), Chris Scott (Link Asset Services) and Karen Tonge (Treasury Manager)

109 **APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS**

Apologies for absence were received by Councillor R B Parker.

It was reported that, under Regulation 13 of the Local Government (Committee and Political Groups) Regulations 1990, Councillor Mrs J E Killey had been appointed as a replacement for Councillor R B Parker, for this meeting only.

It was also noted that Councillor M J Hill OBE had sent his apologies.

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110 DECLARATIONS OF INTEREST

There were no declarations of interest.

111 MINUTES OF THE MEETING HELD ON 27 JANUARY 2022

RESOLVED:

That minutes of the meeting held on 27 January 2022 be approved as a correct record and signed by the Vice-Chairman.

112 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

The Vice-Chairman announced that he had attended the meeting of the Executive on the 8th February on behalf of the Chairman and presented the Board's comments on the Council's Budget Proposals for 2022/34 and had highlighted the Board's points in relation to the impact of the reduction for the Highways Maintenance Grant as well as the pressures on Adult Social Care and the introduction of the Council's Smarter Working Policy and the potential savings that could be achieved.

113 CONSIDERATION OF CALL-INS

None had been received.

114 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

None had been received.

115 PEOPLE MANAGEMENT UPDATE - QUARTER 3

Consideration was given to a report by the Assistant Director – HR and Organisational Support, which invited the Board to consider an update of the HR Management Information (HRMI) and on corporate HR projects.

Additional pressure on staffing as a result of the pandemic had led to a substantial increase in agency spend to £4.26m at the end of Quarter 3. The total agency spend was expected to be around £5.77m by the end of the financial year, which would be an increase of £880,000 compared with 2020/21.

Sickness absence had increased in Quarter 3, with the total number of days lost per FTE for Directorates excluding Fire and Rescue being 7.63, which exceeded the target of 7.5 days per FTE. The number of absences attributed to Cold, Flu and viruses rose steeply from September to November where the seasonal illnesses were further increased by Covid-19 cases and chest infections as well as an increase in mental health related absences, which were the largest

cause of sickness.

Support for employee mental health continued to increase and included the use of mental health first aiders, resilience workshops and mindfulness sessions for staff to attend. In addition to their usual service, the Employee Support and Counselling team were providing 'wellbeing check ins' for staff and were developing peer support groups to help colleagues experiencing grief and loss.

The 'People Strategy' was now in effect with the main focus at present being the Council's ability to manage the challenges around attraction and retention.

There had been many positive responses within the results of the employee survey, including that line managers were available and approachable, commending the Council's health and wellbeing offer and the Council's ability to recognise and support employees.

Areas that had not improved were:

- the feeling that colleagues had a fair opportunity to progress and develop their career
- opportunities to use their strengths and talents in their role
- the Council's values providing a clear framework for a team to operate in
- LCC taking a pro-active and preventative approach to support health and wellbeing
- maintaining a good level of resilience and wellbeing most of the time

The Smarter Working Policy was now fully operational, with many teams operating hybrid working meaning a mix of working from home and working in an office environment across the Council. The Board was assured that there had been no additional cost burdens as a result of the implementation of the smarter working policy.

Consideration was given to the report and during the discussion the following points were noted:

- The smarter working policy offered a hybrid approach, with the facility to support employees to work in the office if they wished to. The Board was reassured that employees experiencing difficulties with their mental health as a result of working from home would be supported.
- Staff turnover rates had been much lower throughout the pandemic which was thought to be due to uncertainty within the job market nationally. However, as the country moved to the recovery phase of the pandemic, the Council had begun to see an increase in turnover rates similar to that of pre-pandemic, which was partly due to the benefits of many businesses offering agile working which had led to a broader range of opportunities across the private sector. The Board was reassured to hear that the Council put in place support plans to encourage employees to stay, where possible. Members also recognised that some degree of turnover was healthy for both employee and the Council as it provided the opportunity for a new work force. Members recognised the opportunities that had arisen for smarter working as a result of the pandemic and welcomed a hybrid approach.
- It was encouraging to see that there had been an increase in employee involvement in

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decision making across the Council, which was important in maintaining the morale of employees.

- The Board welcomed the support for apprenticeships within the Council.
- Assurance was provided that the smarter working policy offered flexibility around hybrid working, for example it would allow people with cold like symptoms to work from home if they were well enough to do so, to minimise the spread of illnesses to other colleagues.
- The importance of encouraging freedom around mask wearing and not putting pressure on people to remove masks was emphasised.
- There were a number of measures being implemented in an attempt to improve career development opportunities across the Council, but officers acknowledged that there was more work that could be done. It was encouraging to see an increase in the take up of secondments for employees, which could often be a stepping stone to other career opportunities and were an excellent way to provide further opportunities.
- The Chief Executive emphasised the importance of providing as many opportunities as possible for people to grow and develop within the Council. The Council was working with the university to identify graduating students with possible job openings in their specialist areas.
- Pay within the private sector job market was competitive which would have some impact on retention and attraction of staff to the Council which was restricted to a government mandated pay scale
- The Council could offer short term pay initiatives for employees and members were reassured that the Council did offer a competitive apprenticeship salary compared with the national provision.
- Departments with higher levels of staff turnover were seen within Business Support and in hard to recruit areas. A breakdown of staff turnover for each directorate would be circulated to the Board.

RESOLVED:

That, having received the necessary assurances regarding the HR information, the progress on the 2021-24 People Management Strategy projects be noted.

116 CORPORATE PLAN SUCCESS FRAMEWORK 2021/22 - QUARTER 3

Consideration was given to a report by the Head of Corporate Performance, which invited the Board to consider a report on the 2021/22 Corporate Plan performance for Quarter 3, which would be presented to the Executive on 01 March 2022. The views of the Board would be reported to the Executive as part of its consideration of this item. This report also set out the performance of the service level performance indicator for the 2021/22 Quarter 3 that was within the remit of the Board.

Of the 32 key activities detailed within the Corporate Plan Success Framework, recorded within the quarter, 28 were rated green as they were progressing as planned and four were

rated as amber as progress was within the agreed limits.

The four amber rated key activities were reported. Further details of the proposed plans to enable progress were detailed within the report.

- A10 - We will achieve net zero carbon emissions as a council by 2050 or earlier through the development of the Green Masterplan. We will provide climate leadership in Lincolnshire and beyond. We will define our 10 year climate change plan with the new executive
- A12 - We will maximise the reuse and recycling potential of the county's waste, treating it as a resource. This will include exploring the opportunity for anaerobic digestion facilities across the County.
- A42 - We will refresh our Corporate People Strategy, reviewing culture, values and behaviours, and enabling our staff to be healthy and resilient so we can improve how we support our customers. Structures will be fit for purpose and facilitate our One Council approach
- A47 - We will transform the way we engage with customers through the implementation of a customer strategy. We will maximise technology solutions in the Customer Service Centre (CSC) to enable customers to do more online, including paying for services. In year 2 our emerging digital strategy will enable us to be innovative so our customers can access us through multiple channels.

Further to the reporting in quarter two, there were now two types of Key Performance Indicators (KPI)'s being reported: those where an ambition (target) had been set and those where a judgement around performance had been made (contextual). Of the KPI's where an ambition had been set, eight could be compared with an updated position for quarter three progress reporting. Of those, six had met their ambition (target); one had exceeded the ambition; five had achieved the ambition and two did not achieve the ambition These are set out below under each of the relevant ambitions. Details of which were contained within Appendix 1 to the report.

The Board supported the proposals to the Executive, as set out within the report and during the discussion the following points were noted for consideration:

- In response to concerns raised by residents in West Lindsey regarding the roll out of a separate cardboard and paper recycling collection and where to store the recycling bins, especially for those in terraced houses, and that side waste would no longer be collected, these issues would have already been addressed by the other two district councils who had rolled out the separate collection and a flyer was being sent out by West Lindsey District Council which clarified the roll out and directed residents to a series of FAQs on its website. This roll out was being driven by the requirements of the Environment Act and the expectation on all councils to act differently in terms of how they collect and recycle waste. Initial feedback from the other two district councils indicated that it had been positively received, and it was increasing recycling rates and the quality of what was recycled which meant it had a greater value. In relation to side waste, there was a risk that it would become contaminated and damp, which would reduce the quality and therefore its value.

Larger quantities of cardboard waste should be taken to HWRC sites for disposal. It was anticipated that the separate cardboard and paper recycling collection would eventually be rolled out in the remaining district councils to provide a joined up approach across the county. As the quality of recyclable material had increased, the Council was receiving an income stream as opposed to incurring costs for disposing of the waste through the Energy from Waste facility. There was not a material recycling facility (MRF) in Lincolnshire, and this was not currently being pursued as the focus was on separate collections in line with the Environment Act. An anaerobic digester for food waste was being explored in addition to looking for new ways to process and dispose of separated waste.

- In response to concerns that the ambition 'Enable everyone to enjoy life to the full' could be subjective and how success against that ambition could be measured, it had been recognised that the Corporate Plan needed to be all encompassing for all businesses, residents and visitors which made it challenging for individual needs to be reflected in the performance indicators. This would be a challenge for all councils when developing a corporate plan. The performance indicators were then proxy measures to try to assess how the Council's services contributed to that. It was recognised that for many families, this ambition would be a challenge due to economic hardship and rising costs. Consultation had been undertaken on the language used in the Corporate Plan, which could be looked at again when the Corporate Plan was refreshed in the future.
- The number of children in care in Lincolnshire was lower than other local authorities with similar levels of deprivation and geography. This was due to a number of reasons, such as the Council's investment in early help and support to provide preventative support to families; strong links with schools which has helped schools to see their role in supporting vulnerable families; and the use of Signs of Safety where the Council worked alongside the family within the family network and the community to identify what strengths were available and what wrap around support could be provided by the wider family, neighbours and the community. The number of children in care had increased, as it had nationally as well, but it was important to keep children safe with their families and ensure that the right children were in care when they needed to be. Children's Services was inspected by Ofsted regularly and engaged in peer review with other local authorities, and was therefore confident that the thresholds were right and the right children were coming into care. The target would not prevent children being brought into care if that was needed. A contribution to the rising number of children in care was the backlog in the courts due to the Covid-19 pandemic, which was delaying children exiting from care, but this was now starting to ease.
- With regards to children's mental health, the waiting times for treatment had increased, both nationally and in Lincolnshire. The Lincolnshire CCG funded these services which were provided by Lincolnshire Partnership NHS Foundation Trust, and the Council was the lead commissioner for these arrangements. The Council would be raising these concerns with the CCG to seek resolutions to the increasing waiting times.
- The majority of complaints received by the Council were in relation to Highways and Children's Services. A lot of work had been undertaken on the early resolution of

complaints, but due to the volume of complaints increasing, particularly during the pandemic, this was proving difficult. Additional resource had been put into the team to try to resolve more complaints early on to avoid escalating to the formal process. An annual report on complaints was considered by the Audit Committee which could be shared with the Board in the future.

- In relation to supporting businesses and diversifying employment sectors in Lincolnshire, there were two main routes of government funding to support businesses in addition to the support provided by the economic development team at the Council. The majority of grants would go to either the Greater Lincolnshire Local Enterprise Partnership or through the district councils. The Levelling Up White Paper also proposed future funding streams going through district councils rather than the county council.
- The customer strategy and the digital strategy aimed to make it easier for customers to access the Council. The majority of calls go through the Customer Service Centre (CSC), a lot of which were transactional calls or people ringing the Council to check that their online transactions had gone through. As Serco managed the CSC, this meant there was a cost to the Council for each call. Work was being undertaken to identify the highest volume, lowest complexity type of calls to look at potential solutions to reduce the volume of calls, and then introduce changes one at a time. The impact would be monitored as not everyone was able to access the Council online so there was a need to ensure that other avenues for accessing the Council were still available.
- In relation to the increase in crime rates, it was highlighted that there had been an increase in the number of police officers, rural crime officers, police vehicles, drug dogs, and traffic vehicles which should start to have a positive impact on the crime statistics.
- With regards to the Green Masterplan and the Climate Partnership, it was highlighted that these would be difficult to achieve unless additional funding and investment was identified.

RESOLVED:

1. That the recommendations to the Executive, as set out within the report, be supported;
2. That a summary of the comments made be passed on to the Executive as part of its consideration of this item.

117 TREASURY MANAGEMENT PERFORMANCE 2021/22 - QUARTER 3 TO 31 DECEMBER 2021

Consideration was given to a report by the Treasury Manager, which invited the Board to consider a report which detailed the treasury management activities and performance for Quarter 3 of 2021/22 to 31 December 2021, comparing this to the Treasury Management Strategy and Annual Investment Strategy 2021/22.

Forecasts expected there to be two to three increases of 0.25% in short term rates over the

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next two years, the timing of the rises would be difficult to predict due to inflation spikes and the potential for weak growth during the period.

Long term rates had fallen in November with the announcement of Omicron and Covid-19 measures and continued to fall in December as demand for gilts by Pension Funds increased. Long term rates had risen again in January to levels at which they started from at the start of the year. The overall balance of movement in long term rates was still for a gradual increase over the next three years by around 0.10% per annum.

Investment levels remain high and investment benchmarks continue to be exceeded. The Weighted Average Maturity of Funds (WAM) of the fund was falling in line with an increasing interest rate environment.

Following a revision of the Borrowing Requirement to take account of rephasing of capital spend, target changes, underspends and internal borrowing there will be no external borrowing undertaken in 2021/22.

A total of £34.5m of temporary borrowing was undertaken in the period at an average rate of 0.0387%. It was expected that no temporary borrowing would remain outstanding on 31 March 2022.

The Board was advised that CIPFA had issued revised Prudential and Treasury Management Codes on 21 December 2021 and expected the core tenets of the new Codes to be adhered to with immediate effect. CIPFA had allowed a soft launch for the reporting requirements which required full compliance from 2023/24.

Consideration was given to the report and during the discussion the following points were noted:

- There was evidence to suggest that there would be a peak in inflation around April 2022 and a subsequent decrease during the remainder of the calendar year. The current expectation of high levels of inflation had prompted discussions on an increase in base rates.
- Global events were likely to have an impact due to the uncertainty of the markets at the current time.
- The Board acknowledged the financial difficulties being faced by some residents as a result of inflationary rises.
- It was too early to say whether Russia's military invasion of Ukraine would have an impact on inflation within the UK and it was recognised the impact would be felt globally. Members were reassured that Officers would monitor the situation over the coming months.

RESOLVED:

That a summary of the comments made during the debate be passed to the Executive Councillor for Resources, Communications and Commissioning.

118 TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY 2022/23

Consideration was given to a report by the Treasury Manager, which invited the Board to consider a report on the Treasury Management Strategy Statement and Annual Investment Strategy 2022/23 which was due to be considered by the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) between 14 and 18 March 2022.

The Board was referred to the table at paragraph 2.1.3 of Appendix 1, which showed the Council's net treasury portfolio position on 31 December 2021 compared to the start of the year, with associated average percentage costs/returns.

Investment returns were expected to increase in 2022/23 to around 1.25% by the financial year end and liquid investments such as Money Market Funds would see yields improve although there was the potential for a time lag compared to market yield increases.

Borrowing interest rates had fallen to historically low rates as a result of Covid and Quantitative Easing operations which had increased recently, but remained at relatively low levels with little further increase in yields expected for the following year. Yields in all periods were relatively the same with value to be found at the short end of the curve or the long end. Due to unpredictability rates would remain volatile as markets react to events as they occurred. There was still a gap of around 1% to 1.5% between short term rates and long term rates and so any external borrowing undertaken would therefore incur a cost of carry, i.e.) a revenue loss between borrowing costs and investment returns, in the medium term.

Members were reminded that the long term borrowing requirement plans for the Council come from the Council's capital expenditure and financing plans which formed part of the Council Budget each year.

The Treasury Management Strategy had been set for 2022/23 considering the anticipated economic environment and movement of interest rates for the year ahead. The strategies reflected the requirements of the CIPFA Code of Treasury Management, the CIPFA Prudential Code and the MHCLG Guidance on Local Government Investments.

The Director - Link Asset Services was provided with an opportunity to comment on the Council's treasury management strategy, noting that the proposed internal borrowing position was in line with the liability benchmark and the means of borrowing proposed in the strategy continued to be a cost effective way forward. There was an expectation that higher investment levels would reduce and the Council would invest in cash safely and over time by keeping the portfolio at a shorter duration with more opportunities to obtain better rates throughout course of year. Link Asset Services were working with Officers to make the implementation of the new CIPFA code of practice as easy as possible whilst applying best practice.

The Board supported the recommendations to the Executive Councillor and during their discussion the following items were noted for consideration:

- The impact of a rising short term rate environment means that as interest rates increase, money market fund rates and call account rates also increase, whilst temporary fixed borrowing which the Council had already taken was at very low rates compared to the current levels. Increasing interest rates also however make it harder to maintain the investment benchmark as there was always a time lag of when investments had not matured yet to replace them with investments at current levels.
- The risk of inflation was still not fully known but it was expected to peak in April 2022 and then start reducing over the course of this year back to 2% target levels by the end of 2023. There could be several increases in interest rates which could see a rise to around 2%. However, there was a balancing act between the need to reduce inflation while not restricting economic growth and impacting further on businesses and individuals. Higher interest rates would mean better investment returns for the Council so there would be more investment income, but this might be offset by higher external borrowing costs.
- The Ukraine crisis could result in risky assets such as equities reducing, as money moves into safer, higher quality government bonds and gold. This increased demand in bonds and gilts would lower the yield and hence lower borrowing costs. The crisis could have a negative impact on economic growth which may mean that interest rates would not need to increase. However, there could also be a negative impact on gas for the region which could increase fuel costs even further which would have an impact on inflation. In relation to the liability benchmark, this would result in less long-term borrowing and a lower investment level, with investments held for liquidity purposes only in the long term.
- CIPFA had reclassified investment into three types which were Treasury Investments, Service Delivery Investments and Commercial Return Investments. The Strategy decision related to the Treasury investments only, which were the investments made from the cash balance of the Council. Service delivery investments taken have a service reason behind the investment and could include loans to a third party to deliver a service. Commercial return investments were made to make a return only with no service delivery benefit behind them. CIPFA's new code was to tackle the policy and practices of the non-treasury and commercial investments that had arisen over the past few years.
- Training expectations for those involved in treasury management was currently set out in the Strategy. The new CIPFA code introduces a new requirement for a knowledge and skills framework for everyone involved in treasury management setting out what skills and knowledge each participant in treasury management should have and identify any training requirements required to provide that. This would be proportionate to the size and complexity of the council as each council delivered

treasury management differently and it would be for each council to determine what was suitable. This framework would be developed over the forthcoming financial year.

- With regards to the pension fund pooling arrangements, an agreement was put in place in April 2010 which set out how it would be governed and operate to ensure there was protection for both sides.

RESOLVED:

1. That the recommendations, as set out in the report, be supported;
2. That a summary of the comments made, as above, be passed on to the Executive Councillor as part of his consideration of this item.

119 REVENUE BUDGET MONITORING REPORT 2021/22 - QUARTER 3

Consideration was given to a report by the Executive Director – Resources, which invited the Board to consider a report on the Revenue Budget Monitoring Report 2021/22 - Quarter 3 which was due to be considered by the Executive on the 1st March 2022.

Members were advised that the overall revenue position was forecasting an underspend of £7.366m for 2021/22, which excluded schools and Covid-19. There had been a number of variances in the budget, including a large increase in the budget for Home to School Transport which was currently forecast

As Officers moved to the final stages of the budget setting process, potential underspends and contingencies had been identified and were set out within the report.

Members were advised that the Council had incurred a further £80 million of expenditure related to Covid related activities this financial year which had contributed to the underspend. Officers continued to carefully code expenditure where possible to utilise the Covid grants available.

The Board supported the recommendations to the Executive and during the discussion the following points were noted for consideration:

- The additional £10m for highways maintenance in 2021/22 would not all be spent this year. The expenditure would be spent over a period of about three years on particular initiatives, such as for rural roads, drainage and gully work.
- The £2.3m reserve allocated for Covid-19 was no longer required as some of the grant conditions had been relaxed which allowed for carry forwards of any Covid grants. The impact of Covid-19 had been built into the budget proposals for 2022/23 such as in relation to children in care. Some of the Covid grants related to Adult Care, and the medium term financial plan for Adult Care had identified ongoing costs from Covid-19, such as delays in services such as health checks and additional packages of care, which would be funded by carrying forward some grants such as outbreak management.
- Of the estimated £7.366m underspend, it would be proposed that £900,000 would be

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transferred to a reserve for domestic abuse activities. With regards to the remainder of the underspend, a proportion would be the automatic 1% carry forward for each directorate which would leave an amount left over that would require a political decision regarding what to use it for based on officer recommendations.

- The general reserve was a legal requirement whereas the financial volatility reserve and other reserves were earmarked reserves at the discretion of the Council. The target range of 2.5% to 3.5% of the annual budget only applied to the general reserve, and therefore the overall percentage of the annual budget for all the reserves was higher. The reserves were for different uses, with the financial volatility reserve used for covering shortfalls and financial uncertainty, but the general reserve would only be used as a last resort. There were a number of financial uncertainties facing the Council such as changes to business rates, adult social care reforms and increasing pressure on adult social care from rising numbers, reduction in highways funding, and tensions in Eastern Europe, and the reserves would enable the Council to manage these financial risks.
- The fair funding review was now expected to start in Spring 2022. It was anticipated that the Council's reserves would not be taken into account during the review. There was a need to ensure there was some cushioning in the budget in case the outcome from the fair funding review was not favourable to the Council in relation to rurality and deprivation.

RESOLVED:

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

120 CAPITAL BUDGET MONITORING REPORT 2021/22 - QUARTER 3 TO 31 DECEMBER 2021

Consideration was given to a report by the Executive Director – Resources, which invited the Board to consider the Capital Budget Monitoring Report 2021/22 - Quarter 3 to 31 December 2021.

The report set out the capital programme which covered a 10 year period and could be found at Appendix 1 to the report. An underspend of around £40m for 2021/22 was forecast for the capital programme which had included the movement of costs related to the Spalding Western Relief Road.

The Board considered the report and supported the recommendations to the Executive.

RESOLVED:

1. That the recommendations to the Executive, as set out in the report, be supported;
2. That a summary of the comments made be passed on to the Executive as part of its

consideration of this item.

121 SCRUTINY COMMITTEE WORK PROGRAMMES

Consideration was given to a report by the Chairman of the Environment and Economy Scrutiny Committee, which detailed the future work programme of the Committee as well as a detailed account of items considered by the Committee in recent meetings.

The Chairman expressed his thanks to the Democratic Services Officer and the Scrutiny Officer for their work to support him as the Chairman of the Committee.

Recent work of the Committee included:

- The approval of the Council Budget Report for 2022/23, in which the Committee had acknowledged the importance of efforts made to roll out efficient waste collection services, including the separate paper and cardboard collection trial and the food waste collection trial that took place in South Holland District and South Kesteven District respectively and welcomed future plans for wider roll out of the food waste
- Quarterly performance indicators for Economy, Flooding and Waste in which an update was received on the Council's Covid Business Grant Scheme. The Committee was encouraged that a total of £7.3m of the grants had been spent and distributed across the county in a manner consistent with the number of small and medium sized businesses in each district area
- Other items considered were in relation to an update on the Theddlethorpe Geological Disposal Facility Working Group and the Landscapes Review for the Lincolnshire Wolds Area of Outstanding Natural Beauty.

The Committee's work plan detailing items due to be considered at future meetings was attached at Appendix A to the report.

During the discussion the following points were noted and taken under consideration by the Chairman of the Committee:

- Whilst the Board acknowledged the importance of installing further electric vehicle charging points across the County, it was emphasised that these charging points should not replace disabled parking spaces.
- Further detail would be provided to the Committee on the effectiveness of Sustainable Urban Drainage systems in relation to other flood risk measures.

Consideration was then given to a report by the Chairman of the Highways and Transport Scrutiny Committee, which detailed the future work programme of the Committee as well as a detailed account of items considered by the Committee in recent meetings.

Recent work of the Committee included:

- The Revenue and Capital Budget Proposals for 2022/23 and the 5th Local Transport Plan had both been unanimously supported by the Committee. On the first instance the Committee was satisfied that the Major Schemes Programme remained affordable

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
24 FEBRUARY 2022**

and whilst acknowledging the impacts of the £12 million gap in funding that there was ongoing work of Leading Officers and Executive portfolio holders towards a future funding strategy as part of the Highways Infrastructure Asset Management Plan.

- The Committee had been encouraged by the proposed transfer of the transport to school services, under the Highways budget.
- In terms of the Local Transport Plan, the Committee had supported the successful consultation exercise that took place which engaged a wide audience, exceeded expectations and offered a representative glimpse into current views. Members had also been encouraged to hear that the plan was looking to reverse the negative picture of a declining bus service -partially owed to the pandemic.

The Committee's future work programme was set out at Appendix B to the report.

During the discussion the following points were noted for consideration by the Chairman:

- The Board expressed the need for an effective gulley and highway system.
- The Board raised concerns about the lack of effective parking enforcement across the County, particularly for those parked illegally on double yellow lines.
- The Board emphasised a need for more careful consideration of the height of roads when planning housing developments to minimise the risk of flooding into properties.

RESOLVED:

1. That the Board's satisfaction be recorded with the activity undertaken since November 2021 by:
 - (a) the Environment and Economy Scrutiny Committee and
 - (b) the Highways and Transport Scrutiny Committee.
2. That the Board's satisfaction be recorded with the planned work programme of:
 - (a) the Environment and Economy Scrutiny Committee; and
 - (b) the Highways and Transport Scrutiny Committee.

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The Board was reminded that this item was for information only. However, there had been one amendment to the work programme at the insurance strategy report had been deferred and would now be considered at the meeting of the Board scheduled for 28 April 2022.

The meeting closed at 1.17 pm

1.



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

Report to:	Overview and Scrutiny Management Board
Date:	24 March 2022
Subject:	Bikeability (Cycling Proficiency) Procurement

Summary:

This report invites the Overview and Scrutiny Management Board to consider a report on the Bikeability (Cycling Proficiency) Procurement, which is due to be considered by the Executive Councillor for Highways, Transport and IT, between the 29 and 31 March 2022. The views of the Board will be reported to the Executive Councillor as part of his 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 recommendations to the Executive Councillor as set out in the report.
- 2) agree any additional comments to be passed on to the Executive Councillor in relation to this item.

1. Background

The Executive Councillor for Highways, Transport and IT is due to consider a report on the Bikeability (Cycling Proficiency) Procurement between the 29 and 31 March 2022. The full report to the Executive Councillor is attached at Appendix 1 to this report.

2. Conclusion

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

3. Consultation

The Board is being consulted on the proposed decision of the Executive Councillor between the 29 and 31 March 2022.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report to the Executive Councillor for Highways, Transport and IT on Bikeability (Cycling Proficiency) Procurement

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 Chris Miller, who can be contacted on 07919 320573 or chris.miller@lincolnshire.gov.uk.

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

Report to:	Councillor R G Davies, Executive Councillor for Highways, Transport and IT
Date:	Between 29 – 31 March 2022
Subject:	Bikeability (Cycling Proficiency) Procurement
Decision Reference:	I025911
Key decision?	Yes

Summary:

Bikeability is the modern day equivalent of Cycling Proficiency and is delivered to more than 200 schools in Lincolnshire, and more than 4,500 pupils.

Since 2017 the delivery of Bikeability in Lincolnshire has been delivered by Outspoken Training. The current contract is expiring and we are seeking approval to reprocure for a new contract.

The delivery of Bikeability is cost neutral for Lincolnshire County Council (LCC). All costs are met by a per-head grant issued by the Department for Transport.

Recommendation(s):

That the Executive Councillor for Highways, Transport and IT approves the reprocurement of the Bikeability service for Lincolnshire.

Alternatives Considered:

1.	To cease the service
2.	To bring the service in-house

Reasons for Recommendation:

Bikeability is a popular and well attended course for our primary schools. The courses provide valuable safety awareness training to support children in the attainment of the appropriate skills and confidence in riding a bike. In turn this enables them to attain the

physical and mental wellbeing benefits of physical activity and outdoor recreation.

The course is fully funded by the Department for Transport so places no pressure on existing LCC budgets.

Although bringing the service back under LCC control is possible, it is not desirable. The service was delivered in-house until 2017 when budgetary pressures made the continuation of the project under LCC control unviable. An external provider is able to provide the economy of scale (and expertise) needed to make the project a success.

The current provider has delivered a successful Bikeability scheme within budget. We believe reprocurring the service is the best way of continuing a successful scheme in Lincolnshire.

1. Background

Bikeability is the modern equivalent of Cycling Proficiency and has been delivered in Lincolnshire for 10 years. The training consists of three levels.

Level 1 focuses on basic bike handling skills and is largely used as a half day assessment to determine a trainee's capacity for riding unaided and in traffic.

Level 2 training takes place on suburban roads in real traffic. Trainees learn about road positioning, effective turning, and hazard management. The course is progressive and will move to more challenging environments during the training.

Level 3 is the final level and involves all roads it is legal to cycle upon. This means dealing with more advanced road layouts such as traffic lights, roundabouts, and filtering.

The main Bikeability delivery consists of Level 1 and 2 training combined over four days. This is what most Lincolnshire schools and pupils will understand 'Bikeability' to mean. Level 1 and 2 training is delivered to children in school years 5 and 6 and is open to all schools in Lincolnshire. Some limited Level 3 training is available to children in year 7 and above but has been historically difficult to deliver due to secondary school timetabling issues.

In addition, some Bikeability 'Plus' training takes place in the form of Balance Bike training for children in Reception and year 1. Learn To Ride training aimed at children in years 3 and 4 is also available. It should be noted that Bikeability is not aimed at children who cannot ride a bike.

Until 2017, Bikeability was delivered in-house by a panel of casual/relief Bikeability instructors in partnership with School Games Host Organiser Schools. A decision was made in early 2017 to tender for an external provider to deliver all Bikeability training in Lincolnshire. The successful bidder, Outspoken Training, has run the contract since

September 2017 – the beginning of that academic year – on a three year plus two additional year contract. The final additional year expires on 31 March 2022.

An initial extension period of the contract for the current operator is proposed to last until 31 August 2022 and will be considered through an exception decision. This would enable the service to continue seamlessly for the remainder of the academic year causing zero disruption to schools. A full calendar for the academic year has already been developed by Outspoken.

We are then proposing for a new contract to be awarded by tender for the delivery of Bikeability in Lincolnshire.

Lincolnshire currently receives a grant from the Department for Transport (DfT) in relation to all expenditure in relation to Bikeability. No funding is sought from Lincolnshire County Council revenue streams.

The total value of the contract is variable as other local authorities may not use their full allocation and the DfT will reallocate that funding to others. Lincolnshire is currently funded to 4,437 Level 1 and 2 combined places for trainees, 350 Level 3 places, and a variable amount of Bikeability Plus places.

We advise that the total value for the new contract should be £1.5million as a minimum to enable any provider to manage additional funding that may come in over the full contract duration of five years. The Department for Transport has indicated that Bikeability funding will be made available ‘for every child’. This would reflect an increase on the current 4,437 allocation of funding.

Funding is currently allocated on a £45 per head level for Level 1 and 2 and Level 3 training. Bikeability Plus is roughly half this amount but is a much shorter course duration.

Performance

Over the current contract period the current provider, Outspoken Training, has met and exceeded the Key Performance Indicators (KPIs) laid out in the original contract. Feedback from schools and pupils has been very positive and regularly exceeding 9/10. There has been no issue in the delivery of the Level 1 and 2 places; in fact Outspoken has levied a small charge on all schools taking part in Bikeability in order to accommodate additional Level 1 and 2 places, unfunded by the DfT around the county. Rather than 4,437 places delivered, a total of approximately 5,500 have been delivered instead, enabling more schools to participate and bringing the provider closer to meeting the total demand.

The only slight mark down has been an inability to deliver all Level 3 places allocated by the DfT. Level 3 is a nationally difficult package to deliver and the inability to meet the 350 target is not due to lack of effort by Outspoken; this has included offering Level 3 training to year 6 pupils undertaking Level 1 and 2 training at the end of the summer term. Outspoken has succeeded in delivering far more Level 3 places than LCC delivered during in-house management.

Covid-19 has not proved a barrier to delivery due to the outdoor nature of the training. Outspoken is to be commended that no course has been cancelled at a school due to lack of staff availability due to positive cases.

2. Legal Issues:

Equality Act 2010

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

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

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

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

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

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

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

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

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material

with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process.

An Equality Impact Assessment has been carried out (Appendix A). No positive or negative impacts have been identified. The only criteria in delivering the scheme is that a child must be able to ride a bicycle or a bicycle that has been adapted to suit individual disability needs.

The scheme can be delivered to both state and independent schools as well as special schools and to groups of home-schooled children.

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.

It is considered that by providing children with appropriate skills and abilities in bicycle riding at an early age, the scheme promotes the benefits that physical activity and outdoor recreation can bring to both physical and mental wellbeing and in particular for children and young people.

Crime and Disorder

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

The section 17 matters have been considered and there are not considered to be any implications arising out of this decision.

3. Conclusion

Bikeability is a valued service that schools expect to be provided. It has been delivered successfully by the current operator and we believe that reprocurring will be the best route to ensuring the continuation of the service in the County.

4. Legal Comments:

The Council has the power to conduct the procurement and enter into the contract proposed.

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

5. Resource Comments:

As noted in the report, the cost of the proposed contract is funded by Department for Transport grant income within the Council's approved revenue budget. It is expected that this grant will be maintained at its current value for the duration of the contract, however, should that not be the case, the contract will provide for activities to be scaled accordingly.

6. Consultation

a) Has Local Member Been Consulted?

Not Applicable

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Overview and Scrutiny Management Board on 24 March 2022 and the comments of the Board will be reported to the Executive Councillor for Highways, Transport and IT.

d) Risks and Impact Analysis

Risk and analysis will be carried out shortly and before the tendering process begins, should the decision be taken to reprocure.

7. Appendices

These are listed below and attached at the back of the report

Appendix A	Equality Impact Assessment
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8. Background Papers

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

This report was written by Chris Miller, who can be contacted on 07919 320573 or chris.miller@lincolnshire.gov.uk.

Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

****Please make sure you read the information below so that you understand what is required under the Equality Act 2010****

Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010

Section 149 requires a public authority to 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 relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

The Lead Officer responsibility

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

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Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background Information

Title of the policy / project / service being considered	Procurement of Bikeability Training	Person / people completing analysis	Chris Miller – Deputy Head of Environment
Service Area	Sustainability & Natural Environment	Lead Officer	Chris Miller
Who is the decision maker?	Clr Richard Davies – Executive Clr for Highways, Transport & IT	How was the Equality Impact Analysis undertaken?	By review
Date of meeting when decision will be made	29/03/2021	Version control	1.0
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Re-commissioned
Describe the proposed change	The report concerns the retendering for the procurement of Bikeability training for delivery to schoolchildren across Lincolnshire..		

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state 'no positive impact'.

Age	No positive impact
Disability	No positive impact
Gender reassignment	No positive impact
Marriage and civil partnership	No positive impact
Pregnancy and maternity	No positive impact
Race	No positive impact
Religion or belief	No positive impact

Sex	No positive impact
Sexual orientation	No positive impact

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Adverse/negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state 'No mitigating action identified'.

Age	No perceived adverse impact – The scheme is delivered to children of primary school age in years 5 & 6 with some “Learn to Ride” training availability for years 3 & 4
Disability	It is not perceived that there is an adverse impact as the scheme is available to all children able to ride a bicycle or any bicycle which has been adapted to suit disability need.
Gender reassignment	No perceived adverse impact
Marriage and civil partnership	No perceived adverse impact
Pregnancy and maternity	No perceived adverse impact

Race	No perceived adverse impact
Religion or belief	No perceived adverse impact
Sex	No perceived adverse impact
Sexual orientation	No perceived adverse impact

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If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at consultation@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

Objective(s) of the EIA consultation/engagement activity

No prior engagement with other stakeholders has been undertaken prior to this report being prepared.

Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic


Age	
Disability	
Gender reassignment	
Marriage and civil partnership	
Pregnancy and maternity	
Race	
Religion or belief	

Sex	
Sexual orientation	
<p>Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way?</p> <p>The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	
<p>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</p>)

Further Details

Are you handling personal data?	<p>No</p> <p>If yes, please give details.</p>
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Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.		Chris Miller – Deputy Head of Environment	
Signed off by	 Chris Miller – Deputy Head of Environment	Date	01/03/2022

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

Report to:	Overview and Scrutiny Management Board
Date:	24 March 2022
Subject:	Transformation Programme Update

Summary:

This report provides the Board with an update on the Transformation Programme, including a focussed overview of the Adults Improvement and Development project, to demonstrate the positive impact of the Transformation Programme. A presentation on the Adults Improvement and Development project will be provided at the meeting.

Actions Required:

The Board is invited to review and comment on the contents of the report and presentation and agree future reporting requirements.

1. Background

The Transformation Programme has been created to provide Lincolnshire County Council (LCC) with the opportunity for us to learn better from each other and work collaboratively to identify new and improved ways to support wider council objectives. We have for many years been excellent at service led transformation, enabling us to become a strong council with nationally recognised services. We want to continue to build on that success for all parts of the Council.

Our Transformation Programme wholly supports the Corporate Plan and the 'One Council' approach, by driving innovation and efficiency.

Ultimately it is to support our vision of working for a better future and our priority to continue to provide good value council services.

The following has been agreed as our focus for the Transformation Programme:

- **To deliver council policy and corporate priorities:** delivering better outcomes for residents and visitors through a One Council approach.
- **To contribute to the sustainability of the organisation:** drive financial savings, maximise independence and resilience to minimise demand and cost rises where

possible, help protect frontline services through delivering good value, consider the environmental benefits and demonstrate a return on investment.

- **To include high complexity and high risk projects requiring a different approach:** cross-cutting programme of change which require a new way of working and the development of a different skillset.

The agreed scope of the Transformation Programme was outlined at the December meeting of the Board, and the key points from the high-level plan will be shared at the meeting.

Adults Improvement and Development project - 12 months progress update

As part of this agenda item, there is a focused presentation on the Adults Improvement and Development project. This project has considered demand, outcomes and cost trajectories across the system, and established strategic priorities for outcome led demand management in order to support sustainability over the long term. The Adult Care improvement programme which is part of the Transformation Programme is well advanced, implementing strength-based practice as the method of practice aimed at promoting independence and managing demand. Full roll out will take 12 months but we are already seeing impact; with 50% of all teams having now been inducted into the new approach, we are already seeing a shift in demand.

2. Conclusion

The Transformation Programme continues to meet the priorities as set out in the Corporate Plan. The programme is continually monitoring progress, dependencies, benefits, risks and issues, and any new projects that may come into scope, through the governance in place.

3. Consultation

a) Risks and Impact Analysis

The Transformation Programme provides the framework and governance for the projects that are part of it. Each project manages and mitigates risks, issues, and impacts through up to date documentation that is managed by a project manager and overseen by the project board. The overall programme manages risks, issues, and impacts at a programme level with a dedicated programme manager reporting to a Steering Group of key LCC individuals.

4. 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 Clare Rowley, who can be contacted on 07789 944440 or clare.rowley@lincolnshire.gov.uk.

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

Report to:	Overview and Scrutiny Management Board
Date:	24 March 2022
Subject:	Property Services Contract Year Six Report and Interim for Year Seven

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 sixth year of the contract with an interim report for year seven.

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 March 2021, the Overview and Scrutiny Management Board considered the performance of the VFPL contract for year five. This report informs the Board about the performance of the contract in year six (2020-2021) and furthermore, provides an interim report on year seven (2021-2022).

2. Contractors Performance

2.1 Service Manager's Assessment

The contract is performing well. VFPL has achieved an overall 96.2% on key performance indicators for year six; see section 2.4 within this report.

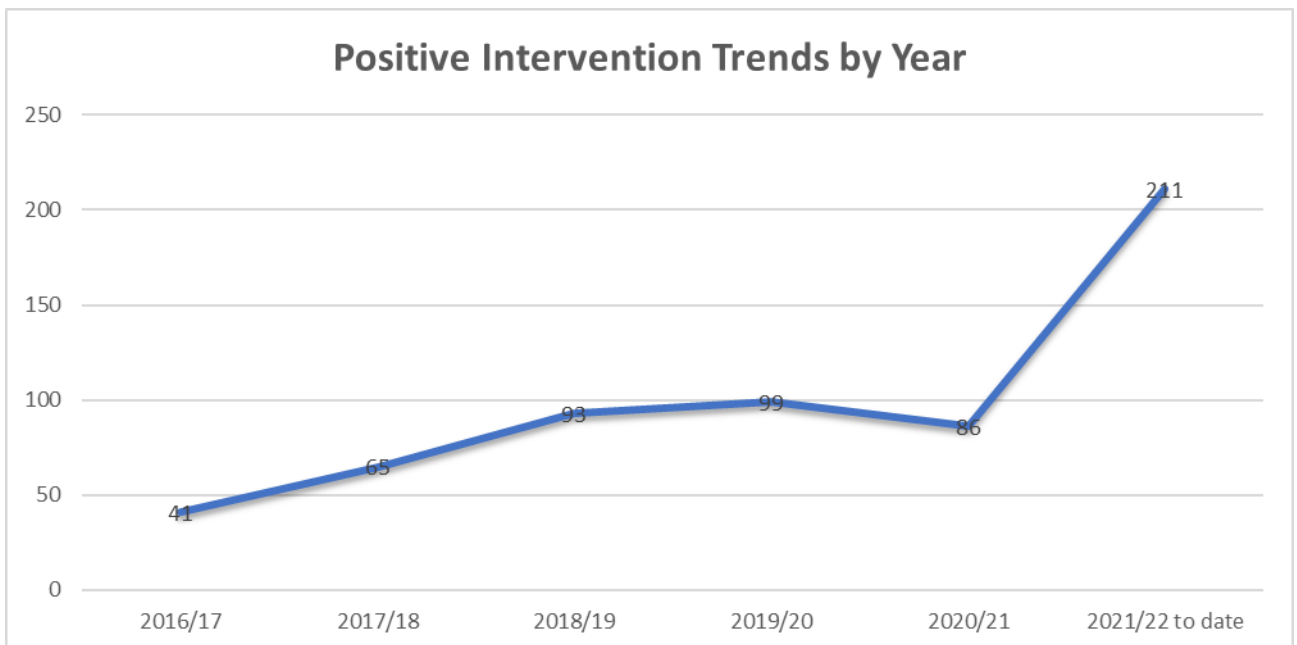
2021/22 has seen the One Team come to terms with the impact of Covid-19 and, whilst working within Government guidelines, the team is able to meet the challenges head on. The One Team has been effective in managing the service requirements and new project construction contractors with rigour.

Covid-19 presented some considerable challenges during 2020/21, notably the loss of services to The Quad and The Café at the Collection with the latter having to close indefinitely. There are however plans to be able to initiate a restaurant/café service at The Quad back up and running but these are currently at early stages.

Furthermore, there has been (from May 2021) 105 business continuity meetings held with 390 actions logged of which 385 (99%) have been closed and completed. 152 Covid-19 building compliance audits were also completed during the year.

During this time, the One Team has continued to improve the service in several key areas, some of these will be picked up in more detail later within this report. One notable area is through more robust control and management of legionella in water systems, with VFPL adding a water module to Concerto (the CAFM ICT system) which allows for auditing of water temperature levels at Council sites.

2.2 Health and Safety



We can see by the above line graph that positive interventions have steadily increased year-on-year until 2019/20. It is acknowledged that the numbers of Positive Interventions have decreased during 2020/21. The reason behind this drop is mainly due to the Covid-19 pandemic when the country was put into a series of lockdowns during 2020/21 financial year, and there were fewer VFPL employees being out and about to spot the close calls and positive interventions.

Further analysis of the chart above shows a marked increase of positive interventions so far during 2021/22 to the highest level since the start of the contract. The mobile resource technicians are encouraged to undertake a positive intervention where possible and receive frequent training to spot potential risks and threats.

An example of a positive intervention during the year is 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.

There were several close calls during 2020/21. Some notable ones include threatening behaviour displayed at a traveller site to a member of staff posing risk of physical injury. Furthermore, a waste collection vehicle collided with a training tower creating a potential structural weakness, however a structural survey was completed, and it was found to be safe.

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.

A key priority for the contract is operating safely and a key component of that is positive interventions to offset accidents before they happen.

2.3 Finance

- **Pain/Gain Result for 2020/21.** 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.

The pain/gain element to the contract are calculated as follows:

Share	LCC	VFPL
Gain i.e. under target	50%	50%
Pain from 101% to 110%	50%	50%
Pain from 111% to 120%	25%	75%
Pain over 120%	0%	100%

The gain-share for year five and year six is broken down for comparison in the table below:

Item	Year Five	Year Six
Contract Target Costs	£257,544.44	£310,100.56
Gain		
LCC/VFPL split	£128,772.22	£160,942.19
LCC share	£137,090.91	£149,158.37
KPI % deduction applied	£120,453.53 to VFPL	£149,158.37 to VFPL

The improvement in gain-share can be attributed to a staff vacancy within the Energy management team for a period and reduced soft facilities management services during lockdown periods. VFPL managed to achieve greater margins against the target cost in year six and their performance has also increased over year five which led to a greater share of the contractually agreed gain.

- **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 an LSD per job. Sanctions for delayed response and completion range from £150 to £250 per occurrence depending on the type of job.

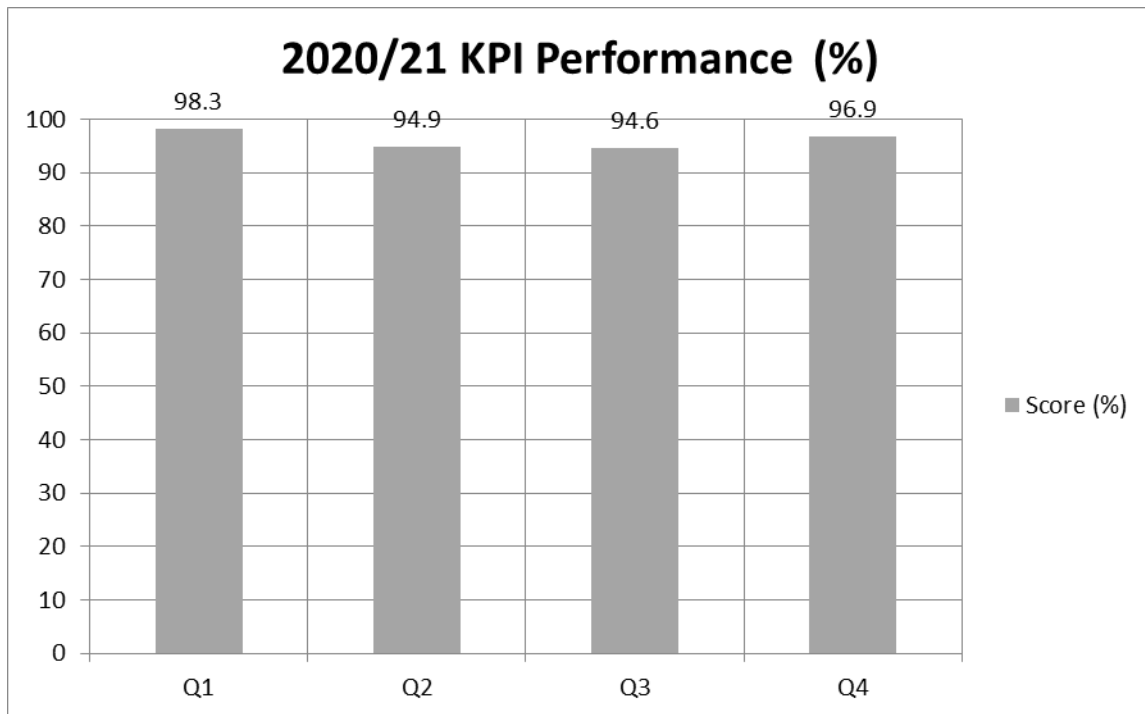
The following shows the value of (credits) generated from LSDs:

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)	£8,350
2021/22 (Year 7) to Jan 22	£1,400

Year six and year seven to date is showing a reduction in respect to LSD charges, as VFPL is working more closely on educating their supply chain on ensuring that work is completed within timescales, closer working and implementing routine quality audits. Furthermore, an additional £24,057.72 was recouped from poor subcontractor performance.

2.4 Key Performance Indicators (KPIs) – Year Six

Year six outturn was 96.2% which is a rise from 94% outturn for year five. The annual 'stretch' target is 90%, the baseline (contract) target is 75%. The chart below shows the annual results by quarter.

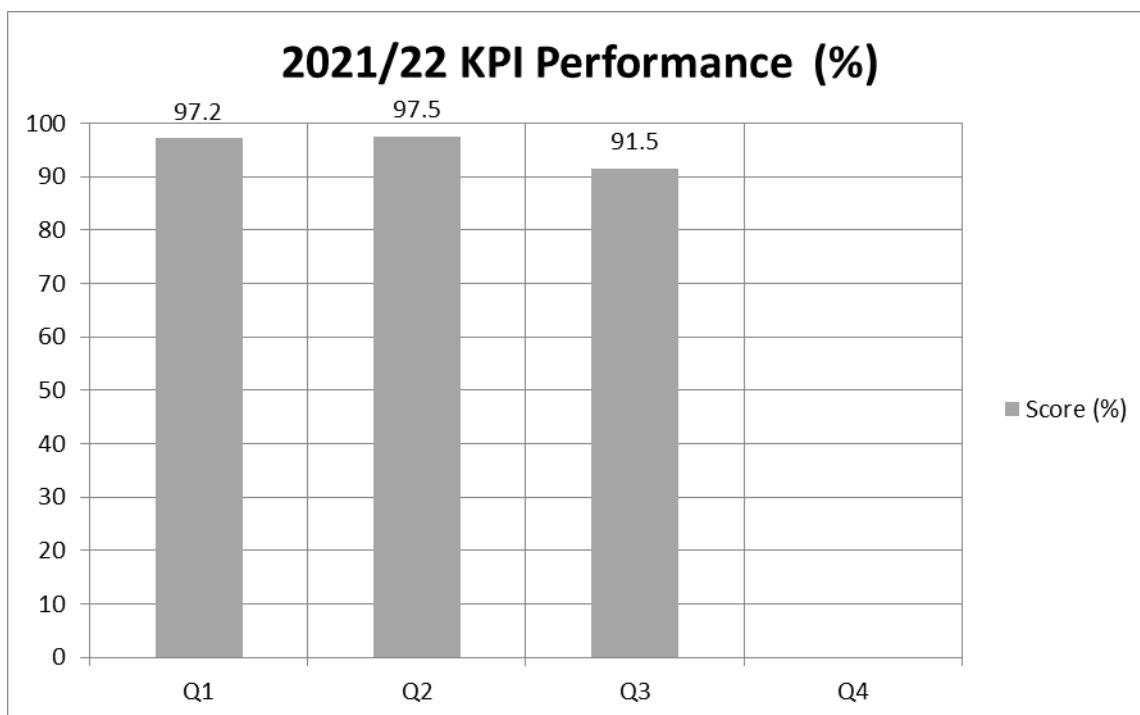


Generally, VFPL performed well in year six. During year five of the contract, there were an increase in issues in respect to legionella monitoring where VFPL insourced that aspect of the service from a subcontractor. This decision led to teething problems, specifically a backlog of critical remedial work that required completion. During year six, VFPL was able to complete the backlog and operated the service more efficiently and effectively as business as usual.

There was also a dip in performance during the second and third quarters respectively. This is mainly due to targets in undertaking statutory testing and inspections not completed within contractual timescales and lower key stakeholder satisfaction scores.

Year Seven to date

Performance has improved during quarters one and two on the previous year however, quarter three is showing a reduction to 91.5%. This lower score is attributable to eight failures in VFPL completing reactive work within timescales set in the contract and two failures of completing statutory work within timescales. This should be set in context as there are many thousands of work tasks delivered by VFPL, but as failure is set per item rather than as a percentage of tasks, it is therefore a very strict KPI measure.



2.5 Special Educational Needs and Disability (SEND) Projects

VFPL's principal subcontractor property professional services is Kier, and Kier has provided project management, cost advisory and clerks of works services in the delivery of the SEND programme.

The first new school to be built was a 140 place all through, all needs school in Boston. This project was opened to pupils in September 2021 as the new Boston Endeavour Academy. Shortly after in December 2021, Bourne Willoughby school's expansion to 148 pupils was also completed.

Projects currently underway are the expansions of Spilsby Eresby School, anticipated to complete in April 2022; Louth St Bernard's, anticipated to complete in September 2022; Spalding the Priory, anticipated to be completed in October 2022; and the new 150 place Lincoln St Christopher's Primary School due for completion in May 2023.

Pre-construction activities continue with the new 150 place all-through school in Horncastle which is currently being submitted for planning permission with construction planned to commence in July. A feasibility study has been completed on the expansion of Grantham Ambergate/Sandon and feasibility studies are also being commenced for the expansion of both Lincoln St Francis School and Gosberton House Academy.

2.6 Capital Receipts

The Kier Estates team manage the capital receipts service on behalf of the Council. The three year disposal programme (ending 2021/22) has a target capital receipt total of £14m. The current forecasted three year total is £12,621,887 (net of S77

contributions), £13,031,437 gross. Since April 2019, the total capital receipt secured is £10,801,087 (net of S77), £11,210,637 gross. The receipts are slightly under target. This is predominately due to the movement of the receipt for Morton Estate 212B to 2022/23 due to increased interest in the site. This income will now move into 2022/23.

The expectation is to see an increase in capital receipts in year eight, with a budget figure of £13m gross.

2.7 Covid Safety

Covid safety has been at the forefront of day-to-day business over both year six and year seven of the Property contract including working closely with Public Health and Health and Safety teams to manage the situation effectively.

Hand sanitiser stations and surface cleaning wipes have been provided at all open sites for Council staff and visitors to use. Moreover, attendance registers were implemented to ensure occupancy levels and social distancing rules were adhered to.

Achievements include:

- 12-15 HSE (Health and Safety Executive) inspections with no concerns raised
- Implementation and completion of risk assessments of sites prior to re-opening

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

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 were 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.

- **Improved Water Monitoring.** VFPL has implemented a water module to Concerto which now shows temperature tests at outlets across all relevant sites.
- **Implementation of V-Forms.** VFPL has also implemented V-Forms; this is a digital toolkit to help Mobile Resource Technicians to capture data in the field (such as statutory compliance documentation). It will help with providing a more efficient service to the Council.
- **Improved induction and refresher training for staff.** This is reflected in the VMOST strategy “Grow, inspire and motivate our One Team”; collaboratively, we are holding more training workshops and toolbox talks, an example of which includes improved processes around Early Warnings and Risk Reduction Meetings.
- **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.

2.10 Awards

In November 2021, the One Team won the prestigious PFM (Premises & Facilities Management) award for Partners in Corporate – Public Sector. It was acknowledged that effective collaboration and partnership working between all departments played a significant role with the One Team achieving this award.



3. Conclusion

The Board is asked to review performance of year six and the interim report for year seven. 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. 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, who can be contacted on 07872 675264 or by email at stuart.wright@lincolnshire.gov.uk.

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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:	24 March 2022
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 provides an update to the Overview and Scrutiny Management Board regarding the function and recent activities of the IMT User Engagement Team, and a high-level view on a number of key projects, providing dashboard information as a snapshot in time. This report aims to repeat the exercise undertaken for previous meetings of the Board, most recently September 2021, to show progress of highlighted projects being commissioned through IMT.

2. Conclusion

The IMT Department has responded to the request of the Board to update it 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 on the function and recent activities of the IMT User Engagement Team, last reported in March 2021. 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 2021.

3. Consultation

a) Risks and Impact Analysis

The service is carrying a number of vacancies which is exasperating the effect of uplift in demand. Recruitment environment remains challenging particularly for technical skills.

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, Head of Service Delivery and User Engagement, 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 and Service Delivery Team – IT Business Partners, IT Systems
Advisors, Contract and Vendor Management Officer**

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 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 amount of connectivity issues has dropped from 40 calls per day to 15 on average.

The User Engagement team managed approx. 774 Escalations from 01/01/2021 to 01/01/2022. These escalations are either calls that need a quicker resolution or require a different solution which is discussed internally with Lincolnshire County Council (LCC) IMT and Serco technical teams. The volume has been higher than previous years due to the MDM (Modern Desktop Management) migration as well as the sustained increase in tickets for users working remotely.

Projects Commissioned by the Engagement team during 2021 - Total: 40

Children's: 3, Heritage: 1, Finances: 1, Adult's: 1, IMT: 10, LFR (Lincolnshire Fire and Rescue): 1, Place: 8, Property: 9, Registrars: 1, Transformation: 5

New software requests received – Total: 66

Freshservice (Internal call logging system) tickets raised: 760

Number of SharePoint Comms sites created: 26

Number of IMT Newsletters issued: 12 (monthly) - providing updates to LCC staff about what IMT and Serco are working on, how to get the most out of your IT.

Communications issued: 51

Supported the Smarter Working Programme in defining the way our Managed workspaces are to be set up and the implementation of Teams Room technology in meeting rooms.

Supported the Coroners services to enable them to open Hybrid courtrooms in LCC premises, utilising appropriate technology.

Supporting the central learning service to allow them to be able to provision exams with some standalone devices located within county offices.

Supported various business areas with the procurement or re-procurement of software solutions required to enable their business to continue operations; eg HR learning management system and applicant tracking system; Stopford Registrars solution, Places' ProjectWise, Genopro.

Procurement of devices to support digitalisation in Children's Centres.

Starter, Movers and Leavers process conception and business analysis, have handed over to Transformation project team to take forward.

Digitalisation within the Matrix transportation team. Passenger transport allocation form is now live and has been adopted as the main process.

AMHP (Adult Mental Health Practitioner) service implementation. Supported Head of Safeguarding with IMT policies and procedures while in the implementation phase of bringing in a new 24/7 service for AMHP across Greater Lincolnshire.

Country management equipment looked into the devices that are available within the authority, that will allow the service to function more efficiently. We have scoped out 20 Surface Tablets that served the teams requirements while working in the field.

Digitalisation within Children's centres, advice on equipment to assist in moving away from paper processes.

Creation of the IMT Intranet site.

Development of the 365 Champions Network, providing support and information to the network via a dedicated Teams Channel to be disseminated amongst their teams and service areas. Information examples are a weekly Microsoft 365 Tips and Tricks, 365 application resources, Lunch and Learn sessions and promotion of Microsoft learning events.

Assisting with the setup of the Influencer network, working closely with Transformation and assisting on events for Influencers run by Transformation.

Vendor and Software

- Cost savings/avoidance FY 2020/21 - £281,014
- Cost savings/avoidance FY 2021/22 to date - £504,795 (£264,795 excluding £240,000 legacy SAP support)
- Live contracts - 145
 - 53 IMT contracts directly managed
 - 34 Serco contracts under management
 - 58 line of business contracts various levels of assistance/oversight
- New contracts commenced FY 2020/21 - 30 (LCC and Serco)
- New contracts commenced FY 2021/22 to date - 10 (LCC and Serco)

- Experian QAS - contract cancelled and replaced by GBG Loqate - annual saving £22,912
- UK Cloud VMWare contract - cost avoidance = £70,000 compared with purchasing direct from VMWare
- Trend Micro deep security in the cloud - cost avoidance approx. £100,000 compared with purchasing Microsoft extended support for W2003 and W2008
- Spherica AAA Active identity server, insisted Serco review usage; annual cost reduced by £13,900 in 20/21, then a further £9,145 in 21/22
- Citrix Zenapp, insisted Serco review usage; annual cost reduced by £30,013 in 21/22
- Zscaler, quotes were priced in \$US. Used exchange rate fluctuations to reduce the original quote by £15,319
- Avaya license reharvesting project. Reduced the number of licenses by approx. 900. Due to Vodafone/Avaya's opaque pricing model the value cannot be quantified. The August renewal will be using Avaya's new pricing model which will provide visibility of the cost per user/number

Procurement of Nulia Works Platform to support the LCC user community in using and developing skills within 365

Nulia Works is a digital enablement platform designed to meet organisational challenges of adopting and embedding sustainable behavioural change in the use of new Microsoft 365 tools and applications.

Through data insights, Nulia understands how each user is interacting with the Microsoft 365 applications, features and functions and delivers through machine learning a personalised guided experience of next steps, recommendations, and prompts when using the software where there may be better ways of undertaking activities and to highlight features the user has not used before.

Furthermore, instant-access training is available to every user based on their depth of knowledge, and the frequency of use and each user can achieve the digital maturity level that is right for them for any given Skill or Outcome. Nulia Works has a variety of training materials which are made available including: pdfs, images, infographics, videos, and audio, through either the Nulia web portal or a Teams integrated app; these resources accompany every activity in the platform. There are also 20 Microsoft application 'how to' guides that can be access via Nulia Works. These resources are ideally placed to guide users new to a specific application or as an aid when carrying out infrequent tasks.

The roll out of Nulia Works across the Council took place week commencing 17 January 2022 to those users who have completed their MDM migration. Currently there are 3726 users across the Council with a Nulia Works license with additional users being added each week as their MDM migration is completed. The launch of Nulia Works is yet to be planned for members of LFR, Legal and Emergency Planning and will take place in line with their planned MDM migration once known.

Nulia Works has several reporting features that can assist in the identification of the adoption of Nulia Works and the Microsoft 365 applications, features, and functions through the attainment of Nulia Outcomes and Skills. It is worth noting that even if a user does not log into Nulia, reportable data is still available for each user as Nulia obtains data from the use of M365 once a Nulia license has been assigned.

Current statistics show that 33% of all license holders are active users within Nulia Works.

Of the initial outcomes assigned to users at the point of license allocation the following attainment has been achieved.

Getting started with office 365

24% - (925 license holders) achieved and maintaining this outcome

73% - (2722 license holders) between 50 – 99% towards achievement

3% - (79 license holders) between 0 - 49% towards achievement

Quick start for messaging in Teams

70% - (2629 license holders) achieved and maintaining this outcome

24% (907 license holders) between 50 – 99% towards achievement

6% - (190 license holders) between 0 - 49% towards achievement

Quick Start in Teams calling

63% - (2351 license holders) achieved and maintaining this outcome

33% - (1260 license holders) between 50 – 99% towards achievement

4% - (115 license holders) between 0 - 49% towards achievement

Quick Start for meetings in Teams

28% - (1039 license holders) achieved and maintaining this outcome

6% - (228 license holders) between 50 – 99% towards achievement

66% - (2459 license holders) between 0 - 49% towards achievement

Quick Start for Collaborating in OneDrive and SharePoint

23% - (839 license holders) achieved and maintaining this outcome

11% - (443 license holders) between 50 – 99% towards achievement

66% - (2444 license holders) between 0 - 49% towards achievement

Current Concerns:

Recruitment of IT staff
Retention of IT staff
Current resource shortage in IMT as well as Serco

Serco ticket volumes:

Total Incidents raised 01/01/2021 to 28/02/2022 = 36,821
Total Service Requests raised 01/01/2021 to 28/02/2022 = 24,979
VIP Incidents raised 01/01/2021 to 28/02/2022 = 294
VIP Service Requests raised 01/01/2021 to 28/02/2022 = 242

Project Portfolio

1. Summary of Performance for KPI-11 and RAG Status

The report reflects the project status based on Serco's responsibility. We intend to review this to reflect a wider corporate status in future reports.

For context, the table below provides the history of the KPI 11 indicator which is in place for monitoring Serco's performance in project delivery. They have achieved the following for the IMT_KPI_11 (% of milestones achieved each month) score. The target is >85%.

KPI Reporting Month	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-21	Feb-21
Actual Month	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-21
	87.5%	100%	85%	100%	100%	100%	100%

2. 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	Sept 2021	Mar 2022
Red	2	1	0	1	1	1	2	0	0
Amber	8	6	7	2	3	3	2	1	4
Green/Complete	10	13	13	17	16	11	12	16	12

Please note that milestone RAG ratings can be impacted by both internal and external factors, and is not a direct reflection on the performance of the outsourced providers.

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

Project Ref and Name	Path to Green	Impact
IMT-354 PSN Compliance	Amber - Path to Green: Project dependencies are being reviewed to ensure that the timescales for this project are in line with those implications.	The project is reviewing the dependencies on other projects to ensure that the plan is reviewed and as appropriate re-baselined through formal change control. However, progress on the Windows 2003 Cyber Security Risk continues to be made. Although Server numbers have only reduced marginally, we now approach being able to decommission platforms which contain high server counts in the coming months, if technical resource can be protected for this work.
IMT-117-2004 Telephony Enablement	Amber - Path to Green: Closely monitor the testing and assess the impact of any delays.	Recent testing in preparation for the upgrade to the Avaya Aura Contact Centre solution highlighted some issues which are being worked on to resolve, and also identified a feature which had not been included by Vodafone in their proposal for upgrade. The Call Back feature is a key component for LCC, and therefore is critical to be in place. New plan indicates technical readiness late April.
IMT-485-2003 Civica CRM Integration	Amber – Path to Green: Commence project closure.	This project was commissioned to support the implementation of the iCaseworker solution for Legal Services, and therefore with the decision to explore alternative options to better meet the needs of Legal Services, this project will be brought to a controlled close. The risks associated with the legacy system remain, and will be closely monitored through IMT-354 PSN Compliance.
IMT-527-2105 STAMP Replacement	Amber – Path to Green: Commence project closure.	This project was commissioned to support the implementation of a replacement solution commissioned through an alternative third-party provider. This solution has been reviewed against the business requirements by LCC, and a decision to explore alternative options to better meet the needs of parents/carers applying for school transport. This project is being brought to a controlled close. The risks associated with the legacy system remain, and will be closely monitored through IMT-354 PSN Compliance.

4. Project Dashboards

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 September 2022
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. Slippages within projects dependent on Windows 2003 servers have impacted the expected end date for the project. These dependencies are being closely monitored to ensure that the impacts are understood.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	30 September 2022	30 September 2022	AMBER - Path to Green: Project dependencies are being reviewed to ensure that the timescales for this project are in line with those implications.	

Project ID	IMT-117-2004		Project Sponsor	John Wickens
Project Name	Telephony Enablement		Project Manager	David Betts
Project Status	In Progress		Forecast Project Closure Date	03 June 2022
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	Testing in preparation for the pilot migration has identified some issues, but these are being managed and fixed. The testing will recommence once the fixes/configuration is ready to test the migration process. Sasola completed installation.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
LSPs deployed	26 February 2021	26 February 2021	Amber - Path to Green: Closely monitor the testing and assess the impact of any delays.	

Project ID	IMT-485-2006		Project Sponsor	Miles Winterburn
Project Name	Civica CRM Integration		Project Manager	James Papaefthymiou
Project Status	In Progress		Forecast Project Closure Date	31 March 2022
Project Summary	To replace/upgrade the Norwell (Civica) system for Legal. Civica iCaseWorker has been implemented for HR and Business Support, and this solution is to be configured to manage Legal Services cases.			
Business Benefit	To remove the risk associated with the legacy system which is currently used by the service.			
Citizen Outcome	Indirect			
Position update	A review of the configuration of iCaseworker for Legal Services has been carried out and a decision has been taken to explore alternative options to ensure that the best solution is implemented to support the service. The project commissioned to Serco was to support the implementation of the iCaseworker solution, and therefore has moved into a controlled closure.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	31 March 2022	31 March 2022	Amber – Path to Green: Commence project closure.	

Project ID	IMT-527-2105		Project Sponsor	Mark Rainey
Project Name	STAMP Replacement		Project Manager	Jo Marsden
Project Status	In Progress		Forecast Project Closure Date	31 March 2022
Project Summary	LCC has two potential options for transport eligibility administration systems, one within the Admissions Team (Synergy) and the other in the Transport Services Group (Mobisoft Transport Centre), but neither will provide the functionality currently available in the legacy STAMP application without further product development. The Transformation Programme commissioned Methods to undertake a School Admissions and Transport Service Discovery and Design Project to assess the options for moving forward the replacement of STAMP. The outcome of this work has led to the creation of this project to support the implementation of the resulting Methods design.			
Business Benefit	<ul style="list-style-type: none"> • Stable and resilient system for the School Transport Team. • Improved efficiency and reliability of processing transport entitlements. • Removal of security and public services threats posed by aged software platforms. 			
Citizen Outcome	<ul style="list-style-type: none"> • More efficient process for the management of transport entitlement. • Citizen more aware of the process and their progress along it. 			
Position update	A review of the proposed solution for replacing STAMP has been carried out to ensure that the solution meets the service area requirements. This has resulted in a decision to explore alternative options to ensure that requirements are best met in relation to school transport applications from parents/carers. This project was commissioned to support the implementation of the solution that was reviewed, and therefore has moved into a controlled closure.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	31 March 2022	31 March 2022	Amber – Path to Green: Commence project closure.	

Project ID	IMT-289		Project Sponsor	Helen Tooley
Project Name	LFR HQ move to Nettleham		Project Manager	Sarah Bojko
Project Status	Complete		Forecast Project Closure Date	30 September 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	Project completion certificate has been issued to the sponsor for formal closure.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	30 September 2021	30 September 2021	Green - Project Complete	

Project ID	IMT-462-1912		Project Sponsor	Verity Druce
Project Name	SEATs Contracts/Tendering Software		Project Manager	Stephen Goldspink
Project Status	In Progress		Forecast Project Closure Date	25 March 2022
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	Decommissioning of the legacy Contracts and Tendering system is now in progress.		
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary
Project Closure	25 March 2022	25 March 2022	Green - On Track

Project ID	IMT-329		Project Sponsor	Darren Peatfield
Project Name	Office 365 Configuration		Project Manager	Taome Crichton
Project Status	In Progress		Forecast Project Closure Date	30 April 2022
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	Project now completing the final shared mailbox and legacy email activities before moving into closure.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project closure	30 April 2022	30 April 2022	Green - On Track	

Project ID	IMT-418-1902		Project Sponsor	Andrew Jordan
Project Name	Azure Phase 1/Phase 2		Project Manager	David Betts
Project Status	In Progress		Forecast Project Closure Date	18 March 2022
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. This project is that work which is funded by LCC. NB: Cost of ECS element should be funded from Transformation.			
Business Benefit	To realise the savings from migrated to cloud hosting in Azure.			
Citizen Outcome	Indirect			
Position update	All of the migrations completed in December 2021 ahead of the end of the Sungard contract. The Programme is currently paused while the Azure Migration team are supporting the Income Manager Upgrade work that was raised in January 2022. Upon resumption, the Programme will finalise transition activities and Programme closure activities including Business Case review, lessons learned and closure documentation.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	04 March 2022	04 March 2022	Green - On Track	

Project ID	IMT-447-1907		Project Sponsor	Andrew Jordan
Project Name	Upgrade Domain Services		Project Manager	Jo Marsden
Project Status	In Progress		Forecast Project Closure Date	30 June 2022
Project Summary	LCC's current active directory (AD) structure and Domain controller solution has a number of issues that require resolution to ensure best practise, and efficient operation of the current AD and infrastructure environment.			
Business Benefit	Ensures best practice is reflected and provides efficient operation of the current Active Directory and infrastructure environment.			
Citizen Outcome	Indirect			
Position update	Workshops arranged to agree details for Phase 3. Serco internal review of Low Level Designs are planned before being issued to LCC for review and approval to baseline the Phase 3 work.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Phase 3 Proposal Submitted	11 March 2022	11 March 2022	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	10 March 2022
Project Summary	Replacement of the Council Chamber Web Streaming solution to replace an obsolete system.			
Business Benefit	<ul style="list-style-type: none"> • 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	Training which had been on hold due to Covid-19 restrictions on access to the Council Chamber has now taken place.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	10 March 2022	10 March 2022	Green - On Track	

Project ID	IMT-493-2007		Project Sponsor	Sue Cline
Project Name	Microsoft Enterprise Gateway		Project Manager	Stephen Goldspink
Project Status	Complete		Forecast Project Closure Date	06 December 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	UAT was completed and signed off. The transition to live operations is complete, and the project has closed.		
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary
Project Closure	06 December 2021	06 December 2021	Green - Complete

Project ID	IMT-503-2009		Project Sponsor	Darren Peatfield
Project Name	LFR Environment Migration and Onboarding		Project Manager	Taome Crichton
Project Status	In Progress		Forecast Project Closure Date	13 August 2022
Project Summary	To provide LFR with LCC domain and email accounts, to enable LFR to access the Microsoft 365 resources and be supported in line with LCC. The project will ensure that LFR staff can access the line of business systems that are accessible from the new LCC accounts.			
Business Benefit	To enable LFR to gain maximum benefits from the Microsoft 365 subscription, and to align LFR with the standard LCC IMT Provision.			
Citizen Outcome	Indirect			
Position update	The design phase has completed. The commercials and implementation plan are being put in place and are due to be agreed.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Delivery Plan Baselined	18 March 2022	18 March 2022	Green - On Track	

Project ID	IMT-512-2012		Project Sponsor	Donna Fryer
Project Name	Modern Desktop Management		Project Manager	Jo Marsden
Project Status	In Progress		Forecast Project Closure Date	30 April 2022
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	All LCC laptops and computers are managed through Microsoft Device Management, and all staff able to access and leverage the features of Microsoft 365.			
Citizen Outcome	Indirect			
Position update	The bulk of the device migrations have now taken place. The remaining activities are focussed on shared devices, and the late adopters. Hand over to support activities are in progress to move to project closure in April.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
All Active Devices In Scope Migrated	31 March 2022	31 March 2022	Green - On Track	

Project ID	IMT-526-2105		Project Sponsor	Eleanor Baumber
Project Name	LTPP Redevelopment Stage 2: Platform migration		Project Manager	Jo Marsden
Project Status	In Progress		Forecast Project Closure Date	18 February 2022
Project Summary	Lincs to the Past Replacement Phase 2: migration to stable and up-to-date platforms.			
Business Benefit	The platform will be on an in-support version of Windows, using up to date standards and technology enabling potential future developments such as automated and offline data analysis, integration with payment gateway to allow revenue generation through online purchase of images/prints. Storage costs will be reduced.			
Citizen Outcome	Accessibility to archived data and images becomes much faster and easier with searches being easier to perform and will use catalogue IDs rather than requiring staff to help visitors. The public will find it easier to search from home, and on their own, with better cataloguing of collection data and visibility of images will drive public engagement (and future revenue).			
Position update				
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	18 March 2022	18 March 2022	Green - On Track	

Project ID	IMT-529-2105		Project Sponsor	Dave Pennington
Project Name	CloudBooking System Integration		Project Manager	Sarah Bojko
Project Status	In Progress		Forecast Project Closure Date	14 February 2022
Project Summary	Cloudbooking has been selected as the application which will be used by staff to book managed workspace, as part of the Smarter Working Programme. Staff need to be able to sign on to the service seamlessly, and work needs to be undertaken to allow integration between the Exchange Accounts for Meeting Rooms and the Cloudbooking App.			
Business Benefit	Staff are quickly able to find and book the necessary desk or room to meet their needs when on site.			
Citizen Outcome	Indirect			
Position update	Additional activities were brought into scope to support the Smarter Working Programme with the Cloudbooking implementation.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	31 March 2022	31 March 2022	Green - On Track	

Project ID	IMT-427-1903		Project Sponsor	Matt King
Project Name	MDT Refresh		Project Manager	David Betts
Project Status	On Hold		Forecast Project Closure Date	01 November 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	The roll out of new MDTs completed in Q4 2021 to remove the risk to service of hardware failure. The project was requested to go on hold by the project sponsor as there may have been some follow-on activities which needed to be incorporated. The project sponsor is currently on sick leave. This will be explored and a decision made upon their return. In the meantime, Serco is reviewing some additional requests from LFR around MDT Software renewals/upgrades			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
TBC	TBC	TBC	Green - Project on hold at the request of the service area.	

5. Conclusion

There continues to be high volumes of work being undertaken by the IMT support service, which has continued to respond to the requirements to support LCC's staff and services in delivering through the recovery from the Covid-19 situation. There has been a marked increase in commissioned projects into IMT in the last year, due to significant strain some priority calls had and continue to be made due to resource capacity, both within LCC and Serco. The portfolio has however been well managed, and Serco has continued to perform well under difficult circumstances.

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

Report to:	Overview and Scrutiny Management Board
Date:	24 March 2022
Subject:	Scrutiny Committee Work Programmes: - <ul style="list-style-type: none">• Adults and Community Wellbeing Scrutiny Committee• Health Scrutiny Committee for Lincolnshire

Summary:

As set out in the Council's constitution, a key role for this Board is monitoring the work programmes of the other scrutiny committees. The role of the Board is to satisfy itself that it is content with each committee's work programme, rather than to discuss the detail of particular items listed in the work programme, as these discussions are appropriately held at the relevant meeting of the scrutiny committee.

This report focuses on the Adults and Community Wellbeing Scrutiny Committee and the Health Scrutiny Committee for Lincolnshire and includes information on activity since 16 December 2021, when reports on these two committees were last considered by the Board.

Actions Required:

- (1) The Board is requested to determine whether it is satisfied with the activity undertaken since 16 December 2021 by:
 - (a) the Adults and Community Wellbeing Scrutiny Committee; and
 - (b) the Health Scrutiny Committee for Lincolnshire.
- (2) The Board is requested to determine whether it is satisfied with the planned work programme of:
 - (a) the Adults and Community Wellbeing Scrutiny Committee; and
 - (b) the Health Scrutiny Committee for Lincolnshire.

1. Background

The Council's constitution includes in this Board's terms of reference the following two clauses: -

- To agree and monitor the ongoing overview and scrutiny work programme, in particular holding the chairmen and/or vice chairmen to account for their committee's work programme on a quarterly basis.
- To monitor and guide the activities of the other overview and scrutiny committees.

Adults and Community Wellbeing Scrutiny Committee and Health Scrutiny Committee for Lincolnshire

Since 16 December 2021, when a report was last submitted, the Adults and Community Wellbeing Scrutiny Committee has met on two occasions: 12 January and 23 February. The Health Scrutiny Committee for Lincolnshire has met on 19 January and 16 February, and is due to meet on 16 March 2022. The key activities since December 2021 and the planned work programme of each committee and are set out in Appendices A and B respectively. If members of the Board require further details on any item of previous activity, the full reports can be found on the County Council's website.

Committee Reporting Timetable

The table below sets out the planned reporting timetable until December 2022: -

Scrutiny Committee	Monitoring Date	Monitoring Date	Monitoring Date
Adults and Community Wellbeing	24 Mar 22	30 Jun 22	27 Oct 22
Health			
Children and Young People	28 Apr 22	25 Aug 22	24 Nov 22
Public Protection and Communities			
Environment and Economy	26 May 22	29 Sept 22	15 Dec 22
Highways and Transport			
Flood and Water Management			

2. Conclusion

The Board is asked to consider whether it is satisfied with the previous activity and the planned work programmes of the Adults and Community Wellbeing Scrutiny Committee, and the Health Scrutiny Committee for Lincolnshire.

3. Appendices – These are listed below: -

Appendix A	Adults and Community Wellbeing Scrutiny Committee – Activity and Planned Work
Appendix B	Health Scrutiny Committee for Lincolnshire – Activity and Planned Work

4. 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 Simon Evans, Health Scrutiny Officer, who can be contacted on 07717 868930, or via Simon.Evans@lincolnshire.gov.uk

ADULTS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE

ACTIVITY REPORT

Since its last report to the Board, the Committee has met on two occasions: 12 January and 23 February 2022. Full details on all the items considered at these meetings are available on the County Council's website:

<https://lincolnshire.moderngov.co.uk/ieListMeetings.aspx?Committeeld=550>

Set out below is a summary of the outcomes at these two meetings:

12 January 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
1 Adult Care and Community Wellbeing Budget Proposals 2022/23	The Committee supported the proposed budget for Adult Care and Community Wellbeing and acknowledged future cost pressures. Arising from this item, the Committee added two items to its future programme: Improvement Programme for Adult Social Care; and Review of Financial Assessments.
2 Public Health Arrangements for Greater Lincolnshire	The Committee supported a pilot arrangement whereby Lincolnshire's Director of Public Health would also perform this statutory role in North Lincolnshire and North East Lincolnshire. This was approved by the Executive on 8 February 2022, and implemented from 21 February 2022.
3 Director of Public Health Annual Report 2021: The Impact of Covid-19 on Children and Young People in Lincolnshire	The Committee noted the report and made comments on deprivation, nutrition, education, and water fluoridation. <i>(Note: The Children and Young People Scrutiny Committee is due to consider an item on water fluoridation at a future meeting, and this may be included in this Committee's work programme also.)</i>
4 Overview of Adult Frailty and Long Term Conditions	The Committee considered an overview presentation on the Adult Frailty and Long Term Conditions division of Adult Care and Community Wellbeing, whose budget was approximately £120 million per year, supporting almost 10,000 people. The Committee again confirmed its intention to consider the Improvement Programme for Adult Social Care, and added an item on support for the development of the adult social care workforce.

23 February 2022		
<i>Item</i>		<i>Summary of Outcomes</i>
1	Performance Report for Quarter 3 of 2021/22	The Committee focused on the performance measures for smoking cessation; alcohol harm reduction; health checks; and adult safeguarding. In relation to adult safeguarding a further report on the activities for this measure would be submitted to the Committee on 6 April 2022.
2	Section 75 Agreement for Learning Disability between Lincolnshire County Council and Lincolnshire Clinical Commissioning Group	The Committee supported the proposed renewal of the agreement for five years under section 75 of the National Health Service Act 2006 between Lincolnshire County Council and Lincolnshire Clinical Commissioning Group. This would include a pooled budget of £86 million, with the Council's contribution at almost £67 million. The Executive approved the proposal on 1 March 2022.
3	Carers Support Service Re-Procurement	The Committee supported the proposed re-procurement of the carers support service. In its statement to the Executive Councillor for Adult Care and Public Health, the Committee referred to the forthcoming procurement of the general support services contract, provided by Serco, under which the customer service centre element of the carers service is provided, as an opportunity to consider a unified service. The re-procurement was approved on 1 March 2022.
4	Residential Care and Residential Nursing Care Fee Levels	The Committee supported the proposed level of residential care and residential nursing care fees to be paid to providers from 1 April 2022. The Committee also supported a hardship fund of £1 million to be used to support providers adversely affected by increased utility and insurance costs. The Executive approved the proposals on 1 March 2022.

PLANNED WORK

Set out below are the items planned for future meetings of the Committee:

6 April 2022 – 10.00 am			
<i>Item</i>		<i>Contributor(s)</i>	<i>Notes</i>
1	The Recommissioning of the Lincolnshire Community Equipment Service	Commercial & Procurement Manager, Commercial Team - People Services	This is due for decision by the Executive on 4 May 2022.

6 April 2022 – 10.00 am		
<i>Item</i>	<i>Contributor(s)</i>	<i>Notes</i>
2	Improvement Programme for Adult Care Lead Professional / Principal Social Worker Adult Care and Community Wellbeing	This item will explain improvements in the process, including initial contact, signposting, assessment and wellbeing services.
3	Supporting the Adult Social Care Workforce Justin Hackney, Assistant Director of Specialist Services	To consider initiatives to support the adult social care workforce
4	Safeguarding Adults – Performance Indicator (PI130): Percentage of Safeguarding Concerns Leading to a Safeguarding Enquiry Justin Hackney, Assistant Director of Specialist Services	To explore the issues raised by the performance indicator on the percentage of safeguarding concerns that lead to an enquiry.
Following the formal meeting, the Committee is due to receive a briefing session on the Community Strategy and Voluntary Sector Support.		

25 May 2022 – 10.00 am		
<i>Item</i>	<i>Contributor(s)</i>	<i>Notes</i>
1	Review of Financial Assessments Pam Clipson, Head of Finance, Adult Care and Community Wellbeing	This item will begin to consider the impact of the <i>People at the Heart of Care – Adult Social Care Reform White Paper</i> on financial assessments
2	Social Connection Strategy Semantha Neal, Assistant Director Prevention and Early Intervention Sean Johnson, Public Health Programme Manager	To consider the development of the Council's social connection strategy.

29 June 2022 – 10.00 am			
<i>Item</i>		<i>Contributor(s)</i>	<i>Notes</i>
1	Lincolnshire Safeguarding Adults Board – Update	Justin Hackney, Assistant Director, Specialist Services and Safeguarding	This is the six-monthly update.
2	Performance Against Corporate Performance Framework – 2021-22 Quarter 4	Caroline Jackson, Head of Corporate Performance	This is the quarterly performance report.
3	Adult Care and Community Wellbeing Budget Outturn 2021-22	Pam Clipson, Head of Finance, Adult Care and Community Wellbeing	This is the standard report, following the end of each financial year.

7 September 2022 – 10.00 am			
<i>Item</i>		<i>Contributor(s)</i>	<i>Notes</i>
1	Performance Against Corporate Performance Framework – 2022-23 Quarter 1	Caroline Jackson, Head of Corporate Performance	This is the quarterly performance report.
2	Lincolnshire Integrated Care System	Glen Garrod, Executive Director of Adult	This item will advise the Committee on the impacts of the Lincolnshire Integrated Care System, which is due for implementation from 1 July 2022.

19 October 2022 – 10.00 am			
<i>Item</i>		<i>Contributor(s)</i>	<i>Notes</i>
1	Adult Care and Community Wellbeing Budget Monitoring 2022-23	Pam Clipson, Head of Finance, Adult Care and Community Wellbeing	This is the standard report, enabling the Committee to monitor the in-year budget.

30 November 2022 – 10.00 am			
	<i>Item</i>	<i>Contributor(s)</i>	<i>Notes</i>
1	Performance Against Corporate Performance Framework – 2022-23 Quarter 2	Caroline Jackson, Head of Corporate Performance	This is the quarterly performance report.
2	De Wint Court, Lincoln, Extra Care Accommodation	Emma Rowitt, Senior Project Manager – Corporate Property	To consider an update report on the extra care accommodation at De Wint Court, Lincoln, which is due to open during 2022.

HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE

ACTIVITY

The Health Scrutiny Committee for Lincolnshire has met on 19 January and 16 February 2022, with a third meeting due on 16 March 2022. Full detail on these items is available on the County Council's website:

<https://lincolnshire.moderngov.co.uk/ieListMeetings.aspx?Committeeld=137>

Set out below is a summary of the outcomes at these meetings:

19 January 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
1 Lakeside Medical Practice Stamford, Lessons Learned	The Committee considered a report from Lincolnshire Clinical Commissioning Group in which it provided assurance that it had learned the lessons from the circumstances in the summer of 2021 at Lakeside Healthcare Stamford, which had led to the GP practice being rated as inadequate by the Care Quality Commission.
2 Clinical Care Portal Data Sharing	The clinical care data portal is a means of sharing information between the NHS (including GP practices) and social care. The Committee was advised that phase one of the programme was complete and phase two was being developed. There would be a further report in September 2022.
3 Lincolnshire Acute Services Review – Finalisation of the Committee's Response	The Committee approved its response, in which the Committee disagreed with three of the four reconfiguration proposals (an urgent treatment centre at Grantham and District Hospital [GDH]; a centre of excellence for orthopaedic surgery at GDH; and a centre of excellence for stroke services at Lincoln County Hospital). The Committee supported the proposal for medical and community beds at GDH.
4 Director of Public Health Annual Report 2021: The Impact of Covid-19 on Children and Young People in Lincolnshire	The Committee noted the report and made comments on: the importance of community and voluntary organisations; the commissioning of NHS dental services in Lincolnshire; water fluoridation; and a healthy diet. <i>Note: The Children and Young People Scrutiny Committee is due to consider an item on water fluoridation at a future meeting.</i>

19 January 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
5 Humber Acute Services Programme – Committee’s Response to the Engagement	The Committee approved its response to the initial engagement on the Humber Acute Services Programme, which would affect services at Scunthorpe General Hospital, and the Diana, Princess of Wales Hospital, Grimsby. The Committee would receive further updates and would respond to the full public consultation which was expected in 2022.

16 February 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
1 East Midlands Ambulance Service (EMAS) Update	This was the first presentation to the Committee by EMAS since the beginning of the pandemic, which included information on their performance such as response times; collaboration with other partners; the increased emphasis on ‘hear and treat’ and ‘see and treat’ rather than conveyance to A&E, where the alternatives were appropriate.
2 NHS Continuing Healthcare	NHS Continuing Healthcare is provided to patients whose primary need is medical, rather for social care. The Committee noted the information presented, including the requirement on Lincolnshire Clinical commissioning Group to closely adhere to national guidance in assessing eligibility.
3 Suicide Prevention in Lincolnshire	Approximately 80 individuals take their own lives each year in Lincolnshire. The Committee considered a detailed report on preventing suicide in Lincolnshire, which included the county’s strategy, and information on the plans to reduce the number of suicides in Lincolnshire.
4 United Lincolnshire Hospitals NHS Trust – Reconfiguration of Urology Services Update	In August 2021, United Lincolnshire Hospitals NHS Trust centralised its emergency urology services at Lincoln County Hospital, with the main intention of reducing the number of cancelled elective operations. The Committee welcomed progress on aspects of the service such as the introduction of robotic surgery, and reduced expenditure on agency staff. However, a further update was requested in four months as there was no evidence of reduced cancellations.

16 March 2022		
<i>Item</i>		<i>Summary of Outcomes</i>
1	United Lincolnshire Hospitals NHS Trust – Care Quality Commission Inspection Report – February 2022	To be advised.
2	United Lincolnshire Hospitals NHS Trust – Nuclear Medicine Consultation	To be advised.
3	Community Pain Management Service	To be advised.

PLANNED WORK

Set out below are the items planned for future meetings of the Committee:

13 April 2022		
	<i>Item</i>	<i>Contributor</i>
1	GP Services Access Update	Dr Kieran Sharrock, Medical Director Lincolnshire Local Medical Committee
2	Mental Health Update from Lincolnshire Partnership NHS Foundation Trust	Sarah Connery, Chief Executive, or Jane Marshall, Director of Strategy, People and Partnership, Lincolnshire Partnership NHS Foundation Trust

18 May 2022		
	<i>Item</i>	<i>Contributor</i>
1	Dental Services Update	Representatives from NHS England
2	Cancer Care Update (or 15 June)	Lincolnshire Clinical Commissioning Group: <ul style="list-style-type: none"> • Clair Raybold, Chief Operating Officer (South West Locality) and Senior Responsible Officer • Louise Jeanes, Programme Lead Cancer Care United Lincolnshire Hospitals NHS Trust: <ul style="list-style-type: none"> • Colin Farquharson, Medical Director

18 May 2022		
	<i>Item</i>	<i>Contributor</i>
3	Staffing Challenges in Hospitals and NHS Lincolnshire People Plan (to be confirmed)	Maz Fosh, Chief Executive, Lincolnshire Community Health Services NHS Trust. Ceri Lennon, Senior Responsible Officer for the Lincolnshire People Board

15 June 2022		
	<i>Item</i>	<i>Contributor</i>
1	United Lincolnshire Hospitals NHS Trust: Update on Urology Services	United Lincolnshire Hospitals NHS Trust: <ul style="list-style-type: none"> • Colin Farquharson, Medical Director • Andrew Simpson, Consultant Urologist
2	Finalising Committee's Response to the Lincolnshire Pharmaceutical Needs Assessment	Simon Evans, Health Scrutiny Officer

13 July 2022		
	<i>Item</i>	<i>Contributor</i>
1		

14 September 2022		
	<i>Item</i>	<i>Contributor</i>
1	Sustainability Transformation Partnership Clinical Care Portal Data Sharing - Update	Lincolnshire County Council (Adult Care and Community Wellbeing) Representatives: <ul style="list-style-type: none"> • Theo Jarratt, Head of Quality and Information • Samantha Francis, Information and Systems Manager Representative from United Lincolnshire Hospitals NHS Trust
2	Lincolnshire Pharmaceutical Needs Assessment – Consideration of Final Draft	Shabana Edinboro, Senior Public Health Officer, Lincolnshire County Council



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

Report to:	Overview and Scrutiny Management Board
Date:	24 March 2022
Subject:	Overview and Scrutiny Management Board Work Programme

Summary:

This item informs the Board of its current work programme for 2022.

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 2022, 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 as defined in section 100D of the Local Government Act 1972 were relied upon in the writing 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)

24 March 2022			
Item		Contributor	Purpose
1.	Bikeability (Cycling Proficiency) Procurement	Chris Miller, Deputy Head of Environment	Pre-Decision Scrutiny (Executive Councillor Decision between 29 – 31 March 2022)
2.	Transformation Programme Update	Clare Rowley, Head of Transformation Chris Erskine, Principal Social Worker, Adult Care and Community Wellbeing Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance	Performance Scrutiny
3.	Property Services Contract Year Six Report and Interim for Year Seven	Stuart Wright, Contract Manager - Corporate Property	Performance Scrutiny
4.	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

24 March 2022		
Item	Contributor	Purpose
5. Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> Adults and Community Wellbeing Scrutiny Committee Health Scrutiny Committee 	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

28 April 2022		
Item	Contributor	Purpose
1. Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director – Commercial Arnd Hobohm, Serco Contract Manager	Performance Scrutiny
2. Options for the Future Delivery of IMT Services	John Wickens, Assistant Director - IMT and Enterprise Architecture	Pre-Decision Scrutiny (Executive decision on 4 May 2022)
3. Insurance Strategy	Mandy Knowlton-Rayner, Insurance and Risk Lead	Pre-Decision Scrutiny (Leader Decision between 9 – 13 May 2022)
4. Reprourement of the Temporary Agency Staffing Contract	Leanne Fotherby, Senior Commercial and Procurement Officer Clare Vickers, Talent, Resourcing and Learning Manager	Pre-Decision Scrutiny (Executive Councillor Decision between 29 April – 2 May 2022)
5. Award to reseller for provision of Microsoft Subscription Agreement and related services	Andrew Webster, Commercial and Procurement Officer - IT Category	Pre-Decision Scrutiny (Executive Decision on 4 May 2022)
6. Overview and Scrutiny Annual Report 2021-22	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Performance Scrutiny

28 April 2022		
Item	Contributor	Purpose
7. Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Children and Young People Scrutiny Committee • Public Protection and Communities Scrutiny Committee 	Cllr Rob Kendrick, Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper, Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

26 May 2022		
Item	Contributor	Purpose
1. Avaya Phone System	Lucy Robertson, Senior Project Officer	Pre-Decision Scrutiny (TBC)
2. Developer Contributions Scrutiny Review – Second Monitoring Update of Action Plan	Justin Brown, Assistant Director – Growth Warren Peppard, Head of Development Management	Scrutiny Review Activity
3. Business World ERP System Re-Design – Progress Report	Louisa Harvey, ERP System Delivery Manager, Business World Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance	Performance Scrutiny
4. People Management Update - Quarter 4	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny

26 May 2022		
Item	Contributor	Purpose
<p>5. Overview and Scrutiny Work Programmes</p> <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee • Flood and Water Management Scrutiny Committee 	<p>Cllr Ray Wootten, Chairman of Environment and Economy Scrutiny Committee</p> <p>Cllr Alex Hall, Vice Chairman of Highways and Transport Scrutiny Committee</p> <p>Cllr Paul Skinner, Chairman of the Flood and Water Management Scrutiny Committee</p>	Performance Scrutiny
<p>6. Options for the Future Delivery of HR Admin, Payroll, Exchequer, ASC Finance and the Customer Service Centre (EXEMPT)</p>	<p>Sophie Reeve, Assistant Director – Commercial</p>	<p>Pre-Decision Scrutiny (Executive decision on 7 June 2022)</p>

30 June 2022		
Item	Contributor	Purpose
<p>1. Corporate Plan Success Framework 2021/22 – Quarter 4</p>	<p>Caroline Jackson, Head of Corporate Performance</p> <p>Jasmine Sodhi, Performance and Equalities Manager</p>	<p>Pre-Decision Scrutiny (Executive decision on 5 July 2022)</p>
<p>2. Establishment of the Legal Services Company – Progress Report</p>	<p>David Coleman, Chief Legal Officer</p>	<p>Performance Scrutiny</p>
<p>3. Review of Financial Performance 2021/22</p>	<p>Michelle Grady, Assistant Director - Finance</p>	<p>Pre-Decision Scrutiny (Executive decision on 5 July 2022)</p>

30 June 2022			
Item		Contributor	Purpose
4.	Treasury Management Annual Report 2021/22	Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Performance Scrutiny
5.	Update on IMT Service Plan and Serco Contract Performance	John Wickens, Assistant Director - IMT and Enterprise Architecture Paul Elverstone, ICT Contracts and Licensing Officer	Performance Scrutiny
6.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Adults and Community Wellbeing Scrutiny Committee • Health Scrutiny Committee 	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

25 August 2022			
Item		Contributor	Purpose
1.	Revenue Budget Monitoring Report 2022/23 – Quarter 1 to 30 June 2022	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 6 September 2022)
2.	Capital Budget Monitoring Report 2022/23 – Quarter 1	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 6 September 2022)

25 August 2022			
Item	Contributor	Purpose	
3.	Corporate Plan Success Framework 2022/23 – Quarter 1	Caroline Jackson, Head of Corporate Performance Jasmine Sodhi, Performance and Equalities Manager	Pre-Decision Scrutiny (Executive decision on 6 September 2022)
4.	People Management Update - Quarter 1	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
5.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> Children and Young People Scrutiny Committee Public Protection and Communities Scrutiny Committee 	Cllr Rob Kendrick, Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper, Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

29 September 2022			
Item	Contributor	Purpose	
1.	Transformation Programme Update	Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance Clare Rowley, Head of Transformation	Performance Scrutiny
2.	Update on IMT Services <ul style="list-style-type: none"> Project Portfolio 	Donna Fryer, Head of Portfolio and Resources	Performance Scrutiny
3.	Treasury Management Performance 2022/23 - Quarter 1 to 30 June 2022	Karen Tonge, Treasury Manager	Performance Scrutiny

29 September 2022		
Item	Contributor	Purpose
<p>4.</p> <p>Overview and Scrutiny Work Programmes</p> <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee 	<p>Cllr Ray Wootten, Chairman of Environment and Economy Scrutiny Committee</p> <p>Cllr Alex Hall, Vice Chairman of Highways and Transport Scrutiny Committee</p>	Performance Scrutiny

27 October 2022		
Item	Contributor	Purpose
<p>1.</p> <p>Performance of the Corporate Support Services Contract</p>	<p>Sophie Reeve, Assistant Director - Commercial</p> <p>Arnd Hobohm, Serco Contract Manager</p>	Performance Scrutiny
<p>2.</p> <p>Health and Safety Annual Report 2021/22</p>	<p>Fraser Shooter, Health and Safety Team Leader</p>	Performance Scrutiny
<p>3.</p> <p>Overview and Scrutiny Work Programmes</p> <ul style="list-style-type: none"> • Adults and Community Wellbeing Scrutiny Committee • Health Scrutiny Committee 	<p>Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee</p> <p>Cllr Carl Macey, Chairman of Health Scrutiny Committee</p>	Performance Scrutiny

24 November 2022			
Item		Contributor	Purpose
1.	Corporate Plan Success Framework 2022/23 – Quarter 2	Caroline Jackson, Head of Corporate Performance Jasmine Sodhi, Performance and Equalities Manager	Pre-Decision Scrutiny (Executive decision on 6 December 2022)
2.	Draft Infrastructure Funding Statement 2021/22	Brendan Gallagher, Principal Planning Officer – Infrastructure	Pre-Decision Scrutiny (Executive decision on 6 December 2022)
3.	People Management Update - Quarter 2	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
4.	Revenue Budget Monitoring Report 2022/23 – Quarter 2 to 30 September 2022	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 6 December 2022)
5.	Capital Budget Monitoring Report 2022/23 – Quarter 2 to 30 September 2022	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 6 December 2022)
6.	Treasury Management Performance 2022/23 - Quarter 2 to 30 September 2022	Karen Tonge, Treasury Manager	Performance Scrutiny
7.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> Children and Young People Scrutiny Committee Public Protection and Communities Scrutiny Committee 	Cllr Rob Kendrick, Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper, Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

15 December 2022		
Item	Contributor	Purpose
<p>1.</p> <p>Update on IMT Services</p> <ul style="list-style-type: none"> • Data Services • Service KPI's & Service Issues 	<p>Sue Cline, Head of Data Services and Business Intelligence</p> <p>Paul Elverstone, ICT Contracts and Licensing Officer</p>	Performance Scrutiny
<p>2.</p> <p>Developer Contributions Scrutiny Review – Third Monitoring Update of Action Plan</p>	<p>Justin Brown, Assistant Director – Growth</p> <p>Warren Peppard, Head of Development Management</p>	Scrutiny Review Activity
<p>3.</p> <p>Overview and Scrutiny Work Programmes</p> <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee • Flood and Water Management Scrutiny Committee 	<p>Cllr Ray Wootten, Chairman of Environment and Economy Scrutiny Committee</p> <p>Cllr Alex Hall, Vice Chairman of Highways and Transport Scrutiny Committee</p> <p>Cllr Paul Skinner, Chairman of the Flood and Water Management Scrutiny Committee</p>	Performance Scrutiny

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 2022

PUBLISH DATE 4 MARCH 2022

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
I025888 New!	A17 Moulton Marsh	Open	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Between 4 Apr 2022 and 8 Apr 2022	Highways colleagues and utility companies	Reports	Senior Project Leader E-mail: steve.brooks@lincolnshire.gov.uk	Spalding East
I025889 New!	A607 Belton and Manthorpe PRN Package	Open	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Between 4 Apr 2022 and 8 Apr 2022	Highways colleagues and utility companies	Reports	Senior Project Leader E-mail: steve.brooks@lincolnshire.gov.uk	Grantham North
I025505	Single Section 75 Agreement for Children and Young People's Mental Health Services	Open	Executive 5 Apr 2022	Children and Young People Scrutiny Committee – 4 March 2022	Reports	Programme Manager, Children's Integrated Commissioning E-mail: kevin.johnson@lincolnshire.gov.uk	All Divisions

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
I025137	North Hykeham Relief Road - Design and Build Contract Procurement	Open	Executive 5 Apr 2022	Highways and Transport Scrutiny Committee	Reports	Head of Highways Infrastructure E-mail: sam.edwards@lincolnshire.gov.uk	Bassingham and Welbourn; Eagle and Hykeham West; Hykeham Forum; Potterhanworth and Coleby; Swallow Beck and Witham; Waddington and Hykeham East; Washingborough
I022487	Flood and Coastal Resilience and Innovation Programme - submission of business case	Open	Executive 5 Apr 2022	Flood and Water Management Scrutiny Committee; Environment and Economy Scrutiny Committee; partner organisations; local communities	Reports	Head of Environment e-mail: david.hickman@lincolnshire.gov.uk	Louth Wolds; Market Rasen Wolds; Metheringham Rural; North Wolds
I025710	Welton Developer Contributions	Exempt	Executive Councillor: Children's Services, Community Safety and Procurement Between 25 Apr 2022 and 3 May 2022	Children and Young People Scrutiny Committee, local Councillor, local secondary school	Reports	Admissions and Education Provision Manager E-mail: matthew.clayton@lincolnshire.gov.uk	Welton Rural
I025739	Proposal to expand The Fourfields Church of England School, Sutterton (Final Decision)	Open	Executive Councillor: Children's Services, Community Safety and Procurement 29 Apr 2022	Interested parties as DfE guidance including school staff, schools, County, parish and Directric Councils, MP's, Trade Unions and Diocese.	Reports	Admissions and Education Provision Manager E-mail: matthew.clayton@lincolnshire.gov.uk	Boston Rural

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
I025709	Review of Open Select List procurement arrangements for children's independent placements and recommendations from September 2022	Open	Executive Councillor: Children's Services, Community Safety and Procurement Between 3 May 2022 and 6 May 2022	LCC Commercial Team, social care and commissioning colleagues, external commissioned suppliers, Children and Young People Scrutiny Committee	Reports	Senior Commissioning Officer - Children's Strategic Commissioning E-mail: bridie.fletcher@lincolnshire.gov.uk Tel: 07848 181381 Commissioning Manager - Children's Strategic Commissioning E-mail: amy.allcock@lincolnshire.gov.uk Tel: 07769 991349	All Divisions
I025729	Review of Closed Ordered List commissioning and procurement arrangements for Supported Accommodation for Unaccompanied Asylum Seeking Children (UASC) and former UASC care leavers from October 2022	Open	Executive Councillor: Children's Services, Community Safety and Procurement Between 3 May 2022 and 6 May 2022	LCC Commercial Team, social care and commissioning colleagues, external commissioned suppliers. Children and Young People Scrutiny Committee.	Reports	Senior Commissioning Officer E-mail: Bridie.fletcher@lincolnshire.gov.uk Commissioning Manager E-mail: amy.allcock@lincolnshire.gov.uk	All Divisions
I025705	Holiday Activities and Food (HAF) Programme	Open	Executive 4 May 2022	Children and Young People Scrutiny Committee	Reports	Commissioning Manager - Children's Strategic Commissioning E-mail: saraj.gregory@lincolnshire.gov.uk	All Divisions
I025181	The re-commissioning of Lincolnshire Community Equipment Services	Open	Executive 4 May 2022	The Leader of the Council, Adult Care and Community Wellbeing Executive DLT, LCES Programme Board Adults and Community Wellbeing Scrutiny Committee	Reports	Senior Commercial and Procurement Officer E-mail: marie.kaempfe-rice@lincolnshire.gov.uk	All Divisions

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
I025912 New!	Draft Gainsborough Transport Strategy	Open	Executive 4 May 2022	Stakeholders, Local County, District and parish members, general public, Gainsborough Transport Strategy Delivery Board, DLT/CLT, Highways and Transport Scrutiny Committee	Reports	Head of Highways Infrastructure E-mail: sam.edwards@lincolnshire.gov.uk	Gainsborough Hill; Gainsborough Rural South; Gainsborough Trent; Scotter Rural
I025179	Options for the Future Delivery of IMT Services	Exempt	Executive 4 May 2022	Internal Consultation with CLT, IMT Board, Commissioning Board and Overview and Scrutiny Management Board.	Reports	Assistant Director - IMT & Enterprise Partnership E-mail: john.wickens@lincolnshire.gov.uk	n/a
I025180	Options for the Future Delivery of HR Admin, Payroll, Exchequer, ASC Finance and the Customer Service Centre (CSC)	Exempt	Executive 7 Jun 2022	Internal consultation with CLT, Commissioning Board and Overview and Scrutiny Management Board	Reports	Assistant Director - Commercial E-mail: sophie.reeve@lincolnshire.gov.uk	n/a
I025704	Family Hub Feasibility Study - decision to progress to development stage	Open	Executive 5 Jul 2022	Internal SLT, CSTM's, Early Help Governance Group, LSCP, Children and Young People Scrutiny Committee	Reports	Head of Service - Boston/South Holland Locality Area E-mail: tara.jones@lincolnshire.gov.uk	All Divisions
I025544	Review of Financial Performance 2021/22	Open	Executive 5 Jul 2022	Overview and Scrutiny Management Board	Reports	Assistant Director - Finance e-mail: michelle.grady@lincolnshire.gov.uk	All Divisions
I025706	Re-commissioning of Best Start Lincolnshire services	Open	Executive 5 Jul 2022	Children and Young People Scrutiny Committee	Reports	Commissioning Manager - Children's Strategic Commissioning E-mail: saraj.gregory@lincolnshire.gov.uk	All Divisions
I025685	Re-Commissioning of Domestic Abuse Services	Open	Executive 6 Sep 2022	Public Protection and Communities Scrutiny Committee	Reports	Commercial and Procurement Manager E-mail: carl.miller@lincolnshire.gov.uk	All Divisions

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
I021049	The Expansion of St Lawrence's School, Horncastle	Exempt	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Between 14 Sep 2022 and 21 Sep 2022	Children and Young People Scrutiny Committee	Reports	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
I025746 New!	Recommissioning of Children with Disabilities services	Open	Executive 1 Nov 2022	Children and Young People Scrutiny Committee	Reports	Rosemary Akrill, Senior Commissioning Officer Rosemary.akrill@lincolnshire.gov.uk	All Divisions