



County Offices
Newland
Lincoln
LN1 1YL

20 April 2022

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 28 April 2022 at 10.00 am in the Council Chamber, County Offices, Newland, Lincoln 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, 28 APRIL 2022**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Interest	
3	Minutes of the meeting held on 24 March 2022	5 - 12
4	Announcements by the Chairman, Executive Councillors and Chief Officers	
5	Consideration of Call-Ins	
6	Consideration of Councillor Calls for Action	
7	Performance of the Corporate Support Services Contract <i>(To receive a report from Sophie Reeve, Assistant Director – Commercial and Arnd Hobohm, Serco Contract Manager, which provides an update of Serco's performance against contractual Key Performance Indicators specified in the Corporate Support Services Contract during the review period January to March 2022)</i>	13 - 18
8	Options for the Future Delivery of IMT Services <i>(To receive a report from John Wickens, Assistant Director, IMT and Enterprise Architecture, which invites the Board to consider a report on the Options for the Future Delivery of IMT Services, which is due to be considered by the Executive on 4 May 2022. The views of the Board will be reported to the Executive as part of its consideration of this item)</i>	19 - 56
9	Award to reseller for provision of Microsoft Subscription Agreement and related services <i>(To receive a report from Paul Elverstone, ICT Contracts and Licensing Officer and Andrew Webster, Commercial and Procurement Officer - IT Category which invites the Board to consider a report on the Award to reseller for provision of Microsoft Subscription Agreement and related services, which is due to be considered by the Executive on 4 May 2022. The views of the Board will be reported to the Executive as part of its consideration of this item)</i>	57 - 64
10	Overview and Scrutiny Annual Report 2021-22 <i>(To receive a report by Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, which invites the Board to consider the Overview and Scrutiny Annual Report for 2021-22)</i>	65 - 82

11 Scrutiny Committee Work Programmes

83 - 96

(To receive a report which sets out the work programmes of the Children and Young People Scrutiny Committee and the Public Protection and Communities Scrutiny Committee, in accordance with the Board's agreed programme)

ITEMS FOR INFORMATION ONLY

12 Overview and Scrutiny Management Board Work Programme

97 - 110

(To receive a report which enables the Board to note the content of its work programme for the coming year)

Democratic Services Officer Contact Details

Name: **Emily Wilcox**

Direct Dial **07557 486687**

E Mail Address emily.wilcox@lincolnshire.gov.uk

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

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

Contact details set out above.

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, 28th April, 2022, 10.00 am \(moderngov.co.uk\)](#)

All papers for council meetings are available on:

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



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

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 and R Wootten

Added Members

Parent Governor Representatives: Miss A E I Sayer

Councillor M A Whittington attended the meeting as an observer via Microsoft Teams.

Officers in attendance:-

Chris Erskine (Lead Professional / Principal Social Worker), Tracy Johnson (Senior Scrutiny Officer), , Andrew McLean (Assistant Director - Transformation), Clare Rowley (Head of Transformation), Paul Smith (Interim Assistant Director - Corporate Property), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), John Wickens (Assistant Director - IMT and Enterprise Architecture), Emily Wilcox (Democratic Services Officer), Stuart Wright (Contract Manager) and Andy Fenn (Head of Facilities Management)

Officers in attendance via Microsoft Teams:

Andrew Crookham (Executive Director Resources), Donna Fryer (Head of Portfolio and Resources, IMT), Allison Kapethanasis (ICT Business Relationship and User Engagement Manager)

124 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

An apology for absence was received from Councillor R B Parker.

Apologies for absence were also noted from Councillor M J Hill OBE, Leader of the Council and Executive Councillor for Resources, Communications and Commissioning, Councillor R D Butroid, Executive Councillor for People Management, Legal and Corporate Property, Councillor H Spratt, Executive Support Councillor for People Management, Legal and Corporate Property, the Chief Executive and the Executive Director for Commercial.

125 DECLARATIONS OF INTEREST

There were no declarations of interest.

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

126 MINUTES OF THE MEETING HELD ON 24 FEBRUARY 2022

RESOLVED:

That minutes of the meeting held on 24 February 2022 be approved as a correct record and signed by the Chairman.

127 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

The Vice-Chairman announced that he had attended the Executive on the 1st March on behalf of the Chairman and presented the Board's comments on the Revenue and Capital Budget Monitoring reports and the Quarter 3 Performance report. In relation to the Board's comments on the Quarter 3 performance and the number of children in care being lower than other areas, it had been confirmed that new data had just been published which confirmed that Lincolnshire remained low in comparison to the Council's statistical neighbours and the Executive Director of Children's Services was confident that the threshold was set at the right level.

The Executive had challenged whether the target for the measure was appropriate given it had not been met, and it was highlighted by the Chief Executive that the target had been set before the government had mandated all local authorities take a proportionate share of unaccompanied asylum-seeking children and that there may be a need to revisit the target to ensure it reflected the national mandate. It was suggested that the Board may wish to consider whether the target was appropriate when the Quarter 4 performance report was received.

The Board was advised that James Drury, Executive Director – Commercial, would be retiring from the Council at the end of this month and the Vice-Chairman recorded the Board's thanks to James for all his support to the Board and wished him well for the future.

128 CONSIDERATION OF CALL-INS

None had been received.

129 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

None had been received.

130 BIKEABILITY (CYCLING PROFICIENCY) PROCUREMENT

Consideration was given to a report by the Deputy Head of Environment, which invited the Board to consider a report on the Bikeability (Cycling proficiency) procurement, prior to its consideration by the Executive Councillor for Highways, Transport and IT between the 29th and 31st March 2022.

The Bikeability scheme was equivalent to the historic Cycling Proficiency scheme and was delivered to over 4500 pupils in Lincolnshire. The scheme consisted of three levels of training and provided valuable safety awareness training which supported primary and secondary school children in the attainment of appropriate skills and confidence in riding a bike.

The scheme sought no funding from Lincolnshire County Council (LCC) and all costs were met by a per-head grant issued by the Department for Transport.

The report proposed that a new contract of £1.5m be awarded by tender for the delivery of bikeability in Lincolnshire, to commence at the start of the new academic year in September 2022.

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

- The Lincolnshire Road Safety Partnership was aware of the Bikeability programme and would offer support to the scheme, if required.
- The scheme used to be delivered in-house but was then outsourced in 2017 due to being too resource intensive.
- Bikeability was a well respected programme and supported by schools, especially in the primary schools network, with around 5500 children and young people receiving training over the current contract period. The programme could also be delivered to children and young people at independent schools and those who were home educated. Further information was requested on the proportion of children and young people involved in the programme.
- Involvement with young people at Level 3 was difficult due to curriculum constraints in secondary schools and trying to fit the programme in. The level of involvement at Level 3 had increased since the programme was outsourced.
- It was understood that the programme included bicycle maintenance and good repair as part of the training, but confirmation would be sought.
- It was understood that there was no similar scheme available for teaching road safety to children and young people who walked to school, but this would be confirmed.
- It was understood that cycling in designated spaces such as cycleways was taught as part of the programme but confirmation would be sought. Cycling on footpaths would not be encouraged. All forms of cycling, including how to cycle in a traffic environment, would be covered in Levels 1 and 2, and Level 3 would start to look at

how to cycle on roads which included roundabouts and traffic lights. More use of cycleways, especially in town centres, should be encouraged.

RESOLVED:

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

131 TRANSFORMATION PROGRAMME UPDATE

Consideration was given to a presentation by the Head of Transformation and the Principal Social Worker, Adult Care and Community Wellbeing, which invited the Board to consider an update report on the Transformation Programme.

The presentation briefly outlined the focus of the overall transformation programme prior to providing a detailed introduction of the Adult Care and Community Wellbeing Improvement and Development Programme, which had been working to identify a programme of activity to maximise opportunities for early intervention and roll out interventions aiming to maximise independence and develop ambitions.

A summary of the key achievements to date were reported and a case study which illustrated the impact of this work on individuals lives and levels of independence was outlined.

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

- The Council aimed wherever possible to keep Lincolnshire's Children in Care within Lincolnshire as it gave better access to family and friends within the County. The Council was in the process of building a number of new children's homes which would provide more accommodation for children being placed back into the County and this also provided a financial benefit to the Council. Where possible, Children in Care were placed with foster or adoptive families before being placed in children's homes. Assurance was provided that all children placed out of county were allocated a social worker from the Council and any safeguarding concerns would be raised with the Council.
- It was requested that the next Transformation Programme update provide a focus on the Children in Care project.
- The importance of effective signposting and well trained staff within the customer service centre, as the first point of contact for many people wishing to receive adult care support, was emphasised.

- Some Members expressed their concerns that there had been emphasis placed on reducing costs within the service rather than ensuring a good service was provided.
- Detail of the representation of elderly people within the Adults Improvement and Development project was requested.
- The person-centred approach and flexibility of care needs adapted to individual cases was supported.
- There had been no concerns raised as a result of the move away from a more formalised process for assessments, however it was recognised that people were entitled to a full complex assessment if they wished. Officers emphasised the importance of supporting people to access the correct information at an early stage.
- The Board recognised that a less formalised assessment process could provide quicker access to much needed support, and highlighted the importance of publicising the more efficient service that was available.

RESOLVED:

1. That the report and presentation be received;
2. That a six month update, with a focus on the Children in Care project, be reported to the meeting scheduled for 29 September 2022.

132 PROPERTY SERVICES CONTRACT YEAR SIX REPORT AND INTERIM FOR YEAR SEVEN

Consideration was given to a report by the Contract Manager – Corporate Property and the Head of Facilities Management, which invited the Board to consider a report on the Property Services Contract for Year Six and Interim report for Year Seven.

The Board was advised that despite the challenges faced by covid-19, the contract was performing well and had achieved an overall 96.2% on key performance indicators (KPI) for year six, which was a rise on the 94% outturn for year five.

To date, performance for year seven had improved during quarters one and two on the previous year, however quarter three was showing a reduction to 91.5% which was attributable to eight failures in VFPL completing reactive work within timescales set in the contract and two failures of completing statutory work within timescales.

Covid safety had been at the forefront of day to day business over both years six and seven of the property contract, including working closely with Public Health and Health and Safety Teams to manage the situation effectively.

The One Team had received the Premises & Facilities Management award for Partners in Corporate – Public Sector in which it was acknowledged that effective collaboration and partnership working between all departments played a significant role with the One Team achieving the award.

Further details of the performance of the contract were detailed within the report.

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

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

- Reassurance was provided that the statutory tasks that had failed to reach the target KPI had simply failed under the contract requirements which had been set to ensure a high standard, rather than failing to be completed within the statutory timeframe.
- The importance of sufficient funding and resources to promote the green masterplan within Property Services was highlighted.

RESOLVED:

1. That the report be noted and assurance be provided on the performance of the Property Services Contract;
2. That a further update on the performance of the Property Services Contract for year seven and interim for year eight be received in March 2023.

133 UPDATE ON IMT SERVICES - USER ENGAGEMENT AND PROJECT PORTFOLIO

Consideration was given to a report by the Head of Service Delivery and User Engagement – IMT and the Head of Portfolio and Resources – IMT, which invited the Board to consider an update on IMT services with a focus on the user engagement and project portfolio.

The Board was referred to appendix A to the report, which provided further detail on the user engagement and service delivery team.

Work was ongoing to update a number of legacy systems to ensure that remote working technology enabled people to ‘work from anywhere’. The amount of connectivity issued had dropped from 40 calls per day to 10 per day.

Data was provided on a number of statistics within the user engagement and service delivery team and details of vendor and software contracts were provided to the Board.

Current concerns within the team included the recruitment and retention of IT staff and a current resource shortage in IMT, as well as Serco.

Consideration was given to the report, as well as the information included in the project portfolio as set out in appendix B, and during the discussion the following points were noted:

- The need for a possible connection between Microsoft Teams and the telephone system was recognised as well as a need to ensure the telephone system was fit for purpose and in line with the smarter working policy.
- The original project for the MDT service within Lincolnshire Fire and Rescue Service (LFR) had been completed, however additional work was being scoped which meant that the project had not yet been marked as completed.

- The use of Microsoft Teams as an effective tool for contacting Officers of the Council was commended.
- Legal Services used a legacy software system which was not compatible with the Modern Desktop Management system (MDM). IMT was closely monitoring the situation and was working with Legal Services to commission a new system which could work with MDM.
- It was hoped that all LFR staff would have received the MDM update within the coming months. An update would be provided at a further meeting of the Board.
- The concerns around retention of existing IT staff within a competitive market were acknowledged. It was noted that recruitment of IT staff was a national issue, particularly in technical roles. The Council was exploring ways to retain and recruit experienced staff.
- The number of reported incidents had reduced by around 30-40% since the height of the MDM software upgrades, however incidents had now stabilised and the service was working at 'business as usual' levels.

RESOLVED:

That the report be received and assurance be provided on the activities of the IMT User Engagement Team and the progress made on the highlighted projects currently being commissioned through IMT.

134 SCRUTINY COMMITTEE WORK PROGRAMMES

Consideration was given to a report by the Chairman of the Adults and Community Wellbeing Scrutiny Committee which detailed the future work programme of the Committee as well as details of items considered by the Committee in recent meetings, including the appointment of a Director of Public Health for Greater Lincolnshire; and the Residential Care and Residential with Nursing Care Fees to providers.

The Committee had also taken part in a briefing session on 12 January on the Adult Social Care Reform White Paper, which was going to impact the Committee's work programme, particularly in relation to finances.

The Chairman announced that he had attended the opening event on Tuesday 22 March for DeWint Court, Lincoln which would provide 50 one-bed and 20 two-bed apartments, as an extra care housing facility and congratulated all those involved for the creation of an excellent facility.

Consideration was then given to a report by the Chairman of the Health Scrutiny Committee for Lincolnshire, 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 Committee had supported the efforts of ULHT, in making a range of service improvements, as reported by the Care Quality Commission (CQC) and agreed to a further update from ULHT at the 18 May meeting on its action plan in response to the CQC and its

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

overall recovery programme.

The Committee recorded its concerns over proposals which look like leading to yet another service being centralised at Lincoln County Hospital. The Committee would be finalising its response to the consultation on 13 April.

The Committee had also established two working groups: one to respond to the draft Pharmaceutical Needs Assessment; and a second to consider the quality accounts from three NHS provider trusts.

A summary of future items scheduled for the Committee were highlighted.

RESOLVED:

1. That the Board's satisfaction be recorded 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. That the Board's satisfaction be recorded with the planned work programme of:
 - (a) the Adults and Community Wellbeing Scrutiny Committee and
 - (b) the Health Scrutiny Committee for Lincolnshire.

135 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

This item was for information only.

In response to a question, it was clarified that the results of the staff survey would be included within the next People Management Update to the Board.

The meeting closed at 1.05 pm



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

Report to:	Overview and Scrutiny Management Board
Date:	28 April 2022
Subject:	Performance of the Corporate Support Services Contract

Summary:

This report provides an update of Serco's performance against contractual Key Performance Indicators specified in the Corporate Support Services Contract during the review period January to March 2022. The last report to this Board was on 27 January 2022.

Actions Required:

The Board is invited to:

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

1. Abbreviations

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

2. Background

This report provides an update on Serco's performance for months 82 to 84 since the service commencement date 1 April 2015. It includes the Corporate Support Services Review (CSSR) high-level status report (Table 3 below).

3. Performance

Table 1 below provides the summary red/ amber/ green (RAG) status of the Key Performance Indicator (KPI) results since the last report.

Agreed mitigation is shown as blue status.

Table 1: Overall KPI Summary Performance

(All Services) Contract Performance	Number of KPIs					
	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22
Target Service Level achieved	37	35	33	34	33	35
Minimum Service Level achieved	0	0	1	0	0	0
Below Minimum Service Level	0	0	0	0	0	0
Mitigation agreed	3	5	5	5	6	4
TOTAL	40	40	39	39	39	39

Note: at the time of report submission the results for March 22 were pending LCC verification.

4. Exceptions

There were no instances where KPIs failed to meet the MSL (red status) or the TSL (amber status) during the review period.

Table 2 below shows the background and rationale for the Council granting mitigation where a dependency outside Serco's control (eg implementation of Mosaic) prevents agreed targets from being fully met. Granting mitigation relieves Serco from the application of Service Credits (deductions).

Table 2: Details of KPI Mitigation, Jan – Mar 22:

KPI Ref No (Mit. period)	Short Description	Reason for granting Mitigation	Impact	Path to Green
ACF_KPI_03 (Jan-Mar) ACF_KPI_04 (Jan-Mar)	% of new, and change of circumstance, financial assessments for non-res and res care completed within 15 Business Days of referral from the Council.	In mitigation automatically since December 2016 as a result of Mosaic implementation which is yet to extend to financial payments as committed to by the Council in 2015. This means Serco must still use two systems - Mosaic and Abacus, which hinders their ability to meet a very optimistic 15-day target. LCC and Serco have worked to optimise the service by streamlining the supporting evidence required.	The end-user experience has <i>improved</i> as a result of the optimisation/ streamlining work.	Two replacement KPIs are in the final stages of agreement between the Council and Serco and both are due to live retrospectively from 1 April 2022, ref CCN109.
CSC_KPI_12 (Jan-Mar)	% of callers the CSC attempt to contact to discuss Access Channel Preferences.	This is a new KPI. Systems not ready yet – Verint now implemented, but still requires: <ul style="list-style-type: none"> - Avaya upgrade to v8, followed by; - CRM upgrade - additional functionality 	n/a. (The abatement points for this KPI have been temporarily redistributed to the other CSC KPIs)	Serco and the Council are currently in the final stages of reviewing alternative mechanisms for achieving the measures using VerintEFM; aiming for implementation 1 May.
IMT_KPI_12 (Jan-Mar)	% of users who score the IT Service as "Good" or above for IT Incident handling	This measure has been temporarily suspended in order to redirect resource on MDM (Office 365) ticket resolution at the Council's direction. On basis that this measure is not service critical.	Performance measure not available – does not affect front line services.	Suspension mutually agreed in support of project delivery and will be re-instated on 1 May 2022.
IMT_KPI_18 (Jan-Feb)	% of P3 & P4 incidents notified to the Service Desk achieving the Incident resolution target as detailed in the Specified Services Description or the Service Catalogue.	This measure has been temporarily suspended in order to redirect resource on MDM (Office 365) ticket resolution at the Council's direction.	Some individual users will not receive resolution in the target time.	Suspension mutually agreed in support of project delivery and will be re-instated on 1 May 2022.
IMT_KPI_19 (Feb)	% of Service Requests notified to the Service Desk achieving Service Request Fulfilment within the time detailed in the Specified Services Description or the Service Catalogue.	This measure has been temporarily suspended in order to redirect resource on MDM (Office 365) ticket resolution at the Council's direction.	Some P1 and P2 service requests will not be fulfilled in the target time.	Suspension mutually agreed in support of project delivery and will be re-instated on 1 May 2022.

5. KPI Changes

There are 39 Key Performance Indicators for the Serco Support Services Contract. They are subject to a continuous process of review. The outcome of a review may effect no change, a re-draft of the KPI or its machinery, replacement with a completely new KPI, or decommissioning. The purpose of these changes is to respond to external factors and to changing Council priorities so that measures continue to be relevant to the overall management of the contract. There were no changes during the review period.

6. Corporate Support Services Review Project

Table 3: Position Update as at 31 March 2022:

IMT	IMT is proceeding in accordance with the project plan. The recommended service model is in accordance with earlier thinking which was reviewed and supported by the Board in 2021 i.e., a combination of specialist providers complemented by increased in-house capability. The full options appraisal is being scrutinised by the Board in the next item on the agenda before going to the Executive for decision making on 4 May.
Customer Service Centre (CSC)	The CSC and HR Administration and Payroll and Finance Exchequer services and Adult Care Finance are proceeding in accordance with a project plan which bought the decision making for these services forward by three months to maximise the time for transition.
HR and HR Administration and Payroll	The investigation work is drawing to a close and recommended proposals have been reached for the services and for digital transformation which is aligned to the CSC. It is anticipated that the full options appraisal will be presented to the Board on 26 May before going to the Executive for decision making on 7 June.
Finance Exchequer and Adult Care Finance	

7. Green Trend Analysis

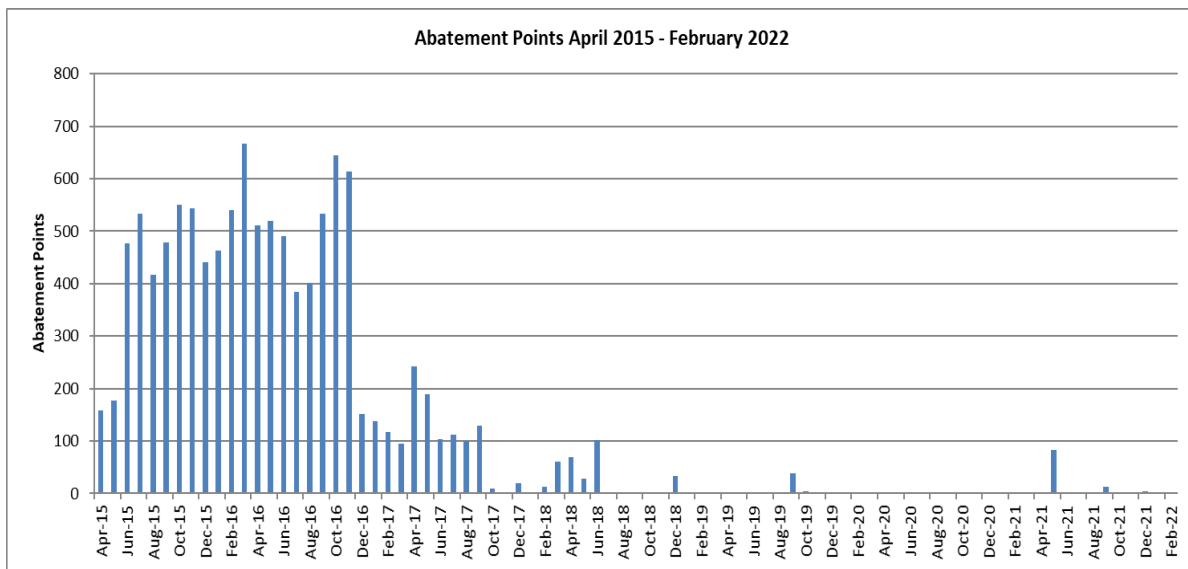
This section aims to note any significant changing trends in those KPIs which have met the TSL but may be showing signs of significant performance change - deterioration or improvement. This green KPI trend data has been tracked from April 2018 to date. It is important to note that the purpose of this analysis is to detect long-term changes in 'normal' delivery, i.e., when the results are green. Instances where a particular KPI scores red or amber are treated as exceptions and not counted in this analysis. The results are therefore not an indicator of overall performance, but an examination of underlying background trends.

For the period ending February 2022, 72% of the green KPIs are currently stable or improving. The result in November 2021 was 70%. None of the KPIs are on a trajectory to fail before contract end.

8. Abatement Points

Table 4 shows the total number of abatement points the Serco CSS Contract has attracted in each month since contract start. A total of 902 points is currently distributed amongst the KPIs. The maximum service credits payable by each service area is capped at 10% of that area’s financial payment for that month.

Table 4: Total monthly abatement points from contract start to Feb 2022:



9. Conclusion

KPI Performance Summary January to March 2022:

This period showed a strong 'green' performance, with no TSL/ MSL failures.

Serco Highlights for the review period January to March 2022:

Kevin Hales, Serco Operations Director, will introduce his replacement, Graham Beckett, and provide an additional verbal update at the meeting.

10. Consultation

a) Risks and Impact Analysis

Not Applicable

11. 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 prepared by Arnd Hobohm who can be contacted on 07920 807477. Alternatively, via email arnd.hobohm@lincolnshire.gov.uk.



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

Report to:	Overview and Scrutiny Management Board
Date:	28 April 2022
Subject:	Options for the Future Delivery of IMT Services

Summary:

This report invites the Overview and Scrutiny Management Board to consider a report on the Options for the Future Delivery of IMT Services, which is due to be considered by the Executive on 04 May 2022. The views of the Board will be reported to the Executive as part of its consideration of this item.

The Corporate Support Services contract with Serco, which includes the provision of IMT services, is due to expire at the end of March 2024 and cannot be extended further.

The Corporate Support Services Review (CSSR) programme was commissioned in June 2020 to explore options for the delivery of support services following this date.

The attached Options Appraisal report will enable the Council to make an informed decision about the best way forward for the future delivery of IMT services and to seek authorisation from the Executive to go out to procurement.

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 as set out in the report.
- 2) agree any additional comments to be passed on to the Executive in relation to this item.

1. Background

The Executive is due to consider a report on the Options for the Future Delivery of IMT Services on 04 May 2022. The full report to the Executive is attached at Appendix 1 to this report and a summary is set out below:

1. The majority of the Council's IMT service delivery is currently provided by Serco through the corporate support services contract. This contract is due to expire at the end of March 2024 and cannot be extended further.
2. Since the start of the contract in 2014, there have been considerable changes not only in how the Council operates and what services it needs, but also in the IMT service delivery options and technologies available. There is also growing need for agility and the ability to manage ongoing and accelerating change.
3. These drivers and the changing nature of IMT services are compelling reasons to change our IMT service delivery model in 2024. The recommendation is to move to a 'multi-source provider' model with the following services delivered by external specialist IT providers:
 - a. Support Desk and Operations (including device security services); and
 - b. Managed Cloud and Enhanced Security Services.
4. As part of this 'multi-source' delivery model, the following services would be delivered by in-house teams:
 - a. Service Integration and Management (SIaM)
 - b. Application Support
 - c. VIP Support
 - d. Technical Operations (datacentres)
 - e. Vendor and Licence Management
5. Market engagement was undertaken in 2021 through both an Expression of Interest exercise and a separate Soft Market Test with those suppliers who responded. Overall the response rate was good and there was strong market support for the shape of the services being outsourced. Feedback from the suppliers indicated they were used to operating in a multi-source type arrangement.
6. The Technology Services 3 (TS3) framework provides an appropriate procurement route and the G-Cloud framework may also be a suitable route to procure services, particularly for some of the third-party support contracts that will be required. Early indications suggest the TS3 and G-Cloud frameworks are both viable options and the final procurement route for each requirement can be decided at a later date.

7. The design principle is that the proposed service design will be delivered, without causing a step change in the overall IMT budget and the Council is optimistic this can be achieved. The existing 2021/22 expenditure for IMT, which covers the cost of the IMT services delivered by Serco, has been used in the design. The charge for Serco IMT services, adjusted to take into account the impact of ongoing programmes of significant IT change, is expected to be in the order of £6.5m per annum, and this figure has been used to guide the modelling of costs for the proposed service design. However, it is difficult to forecast if the current inflationary pressures will affect the cost of services.
8. The programme has also considered a number of other options as follows:
 - a. A single large strategic partnership contract (prime provider model) with limited services managed in house. This would be a contract similar to that which is in place with Serco today i.e. the majority of IMT services provided by a single supplier.
 - b. A full insource. This would result in all IMT services provided by Serco today being delivered by Council employed staff. Only maintenance contracts e.g. hardware maintenance, would be provided by third parties.
9. The report has considered all main insourcing and outsourcing options and the recommendation is that the ongoing delivery of the IMT services would be best achieved through a multi-source arrangement: a combination of in-house Council delivery teams and external suppliers who are specialists in specific areas of IMT service delivery.
10. This future service delivery model for IMT services is recommended as the most effective design to enable the Council to respond to the rapidly changing technical and information security environment; to be agile in the way it responds to business needs and priorities; and to support its digital ambitions.
11. Market engagement has provided assurance that there are sufficient capable suppliers expressing an interest who can deliver the required services, and that those suppliers thought the proposed service design and approach was a sound solution.
12. Engagement with other councils who have undertaken similar exercises has identified that their sourcing strategies also reflect market trends. The prime provider delivery model is no longer best placed to serve the interests of local authorities and there is a clear shift to a hybrid model of in house delivery and specialist suppliers to provide the agility, access to technical specialists and improve speed of change required.
13. A single large strategic partnership with a prime provider with limited services managed in-house is not recommended. The market is limited, such suppliers are

not necessarily specialists in all areas, and it is hard to see how they would add value rather than cost.

14. A full insource is not recommended. Tooling costs for monitoring and managing the full scope of IMT services would be significant; management overheads would be higher; recruitment and retention across all IMT service areas would be difficult; and the team would not be large enough to provide depth and resilience across core disciplines or be able to flex to dynamic demands.

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. Comments from the Board will be reported to the Executive.

3. Consultation

The Board is being consulted on the proposed decision of the Executive on 04 May 2022.

a) Risks and Impact Analysis

Risks and Impact Analysis are included in Appendix 1.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Options for the Future Delivery of IMT Services to be presented to the Executive on 04 May 2022

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 Phil Johnson and John Wickens, who can be contacted at john.wickens@lincolnshire.gov.uk.

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

Report to:	Executive
Date:	04 May 2022
Subject:	Options for the Future Delivery of IMT Services
Decision Reference:	I025179
Key decision?	Yes

Summary:

The Corporate Support Services contract with Serco which includes the provision of IMT services is due to expire at the end of March 2024 and cannot be extended further.

The Corporate Support Services Review (CSSR) programme was commissioned in June 2020 to explore options for the delivery of support services following this date.

The purpose of this report is to enable the Council to make an informed decision about the best way forward for the future delivery of IMT services and to seek from the Executive approval for the mix of insourced and outsourced services as part of the future model of delivery and authority to commence a procurement for the proposed outsourced services.

Recommendation(s):

That the Executive:

1. Approves the future IMT services design and sourcing approach as follows:
 - a. The implementation of a multi-supplier IMT service delivery model involving external suppliers who are specialists in specific areas of IMT service delivery, supplemented by some in-house delivery.
 - b. The outsourcing of the following IMT services to external suppliers:
 - i. Support Desk and Operations (including end user device management and device security services)
 - ii. Managed Cloud Services and Enhanced Security Services
 - c. The insourcing of the following IMT services:
 - i. Service Integration and Management (SIaM)

	<ul style="list-style-type: none"> ii. Application Support iii. VIP Support iv. Technical Operations (datacentres) v. Vendor and Licence Management
2.	Approves the carrying out of the necessary procurement processes to secure the services of external suppliers referred to in recommendation 1b.
3.	Delegates to the Executive Director responsible for Commercial, in consultation with the Executive Councillor for Highways, Transport and IT, the authority to take all necessary decisions and steps to progress the in-sourcings referred to in recommendation 1c and to progress the procurements referred to in recommendation 2 up to and including the award of contracts.

Alternatives Considered:	
1.	<p>Full insource of all IMT services</p> <p>For an analysis of this option see paragraph 59 of the Report</p>
2.	<p>Full outsource of all IMT services to a single provider (prime provider model)</p> <p>For an analysis of this option see paragraph 59 of the Report</p>
3.	<p>A different combination of insourced and outsourced services</p> <p>For an analysis of the different considerations in relation to this option see the main body of the Report</p>

<p>Reasons for Recommendation:</p> <p>The Council's growing need for agility and the ability to manage ongoing and accelerating change, particularly the rapidly changing technological landscape and the growth in Cloud service offerings.</p> <p>To facilitate the Council's operations and service delivery, supporting the shift to becoming increasingly digital to meet residents' expectations and also for efficiency.</p> <p>A need for specialist suppliers, particularly in areas such as IT security where depth of knowledge, skills and expertise is needed to respond to the growing cyber-threat and also in managing our Cloud environments which are becoming increasingly complex.</p> <p>The market has changed – gone are the multi-year, single-sourced prime provider type contracts and this is seen across local government organisations and in the UK government as a whole.</p>

The proposed future IMT service delivery model is recognised by the market and suppliers have indicated they will bid when procurement activities commence.

1. Background

1. On the 24 March 2014 the Council entered into the corporate support services contract with Serco for a range of corporate support services covering:
 - a. People Management including HR Administration and Payroll;
 - b. Finance including Exchequer Services and Adult Care Finance;
 - c. Customer Service Centre (CSC);
 - d. Information Communications and Technology (IMT).
2. The bulk of the Council's IMT service delivery is currently provided by Serco through this corporate support services contract. The contract is due to expire at the end of March 2024 and cannot be extended further.
3. The expiration of the contract provides the Council with an opportunity to consider the implications for future delivery of our IMT services. Given the length of time the contract has been in place, there have inevitably been considerable changes not only in how the Council operates and what services it needs, but also in the IMT service delivery options and technologies available. We can already see this reflected in the approaches being adopted by other Councils.
4. One of the major changes in IMT delivery is the move towards 'Cloud' services. The term 'Cloud services' refers to a wide range of IT services delivered on demand over the internet. These services are designed to provide easy, affordable access to applications and resources, without the need for internally owned and managed infrastructure or hardware. Software as a service (SaaS) is a type of Cloud service that allows users to connect to and use cloud-based apps over the Internet. Common examples are email, calendaring and office tools (such as Microsoft Office 365 which is currently being rolled out across the Council).
5. The Council is already pursuing a 'Cloud first' strategy - adopting Cloud service provider and Software as a Service solutions as the primary method of delivery - for many of its IMT services. The key benefits of a 'Cloud first' approach include cost savings, scalability and reduced management overhead. A programme of work is currently underway to implement Microsoft Office 365 (a Cloud service) for all staff and many of the Council's IT services are in the process of being migrated from a Serco-managed datacentre to the Microsoft Cloud (Azure). There has also been a notable shift over the last 2 – 3 year towards utilising 'Software as a Service' solutions for business applications. Examples are our IMP document management system and Highways Confirm application.
6. Recognising the growing utilisation by the Council of Microsoft products and services, the Council recently entered into a Unified Support agreement with Microsoft. This agreement provides ready access to Microsoft experts to support both the

management of our BAU estate and delivery of our strategic objectives. The services provided by Microsoft under this agreement include:

- a. Reactive support for all Microsoft services with enhanced response times for critical incidents
- b. Unlimited access to On Demand Assessments used to assess the health of our IMT services
- c. Access to a Support Technical Advisor – a Microsoft cloud expert who can be assigned to support programmes of work
- d. Access to a defined number of workshops run by Microsoft experts to support training, implementation and optimisation
- e. A bespoke engagement to focus on a specific Council strategic objective where Microsoft's services are utilised

Both the Council, through its IMT function, and Serco currently have access to this Microsoft agreement and ongoing consumption of Unified Support is seen as a key mechanism for helping to reduce risk and facilitate delivery, particularly for the Council's digital transformation initiatives and eventual transition to new supplier arrangements once the contract with Serco ends.

7. Given the changing nature of IMT services in the market since 2014 and the need to support the Council's clearly stated digital ambitions, there are compelling reasons to consider changing our service delivery model when the current contract expires in 2024. These include:

- a. **Operational drivers** - our growing need for agility and the ability to manage ongoing and accelerating change (see paragraph 17 below);
- b. **Technical drivers** - such as the shift to the cloud, our requirement for services, not technology, coupled with a requirement for technical specialism and expertise;
- c. **Commercial drivers** – the market has changed: there are limited 'prime providers' and those that remain act as a broker and are in danger of adding cost but not value.

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

- a. Deliver IT that works and ensure service quality with value for money principles, without a step change in the overall cost of IT service delivery;
- b. Enable agility in provision and delivery of business solutions;
- c. Facilitate the Council's operations and service delivery, supporting the shift to becoming increasingly digital to meet residents expectations and for efficiency (see paragraph 12 below);
- d. Focus on buying services, not technology, from experts in each field;
- e. Be open to IT specialists who do not typically offer non-IMT services.

- f. Free up IMT resources (skills) to concentrate on business problems and solutions
9. In pursuing this new model, we have followed these design principles:
- a. There will be no step change in the overall IMT budget between 2023/24 and 2024/25 - this requires “Best of Breed” suppliers to be restricted to critical services;
 - b. Many suppliers’ business models do not provide embedded staff and where the Council requires some services to be delivered locally that would best be dealt with internally;
 - c. The market for the ‘prime provider’ model has contracted and we need to be realistic about what the market has to offer Lincolnshire.
10. With the above principles in mind, we have developed the proposed design of this future service delivery model based on the following assumptions:
- a. We are looking for service specialists;
 - b. We are not looking for a one-stop transformation partner, we require suppliers who can effectively manage our BAU services;
 - c. Off the shelf is often fine - we may need to modify process rather than seek to bespoke IT;
 - d. The operating model is likely to include remotely delivered services where that is the optimum delivery method.

Council’s needs / demands

11. The Council’s Digital Strategy sets out a number of strategic objectives to enable the Council to achieve its Digital Vision across a number of areas: Digital by Design, Digital Working, Digital Capabilities and Data-driven Digital.
12. IMT is already in the process of making internal changes so that it has the capabilities in place to support the Council in the realisation of this Digital Vision and it is expected that the IMT service design will continue to evolve over time as the digital landscape and business demand changes.
13. The increasing complexity and risk associated with certain IMT services requires the Council to seek specialist partners to deliver them. This is of particular relevance for the following areas:
- a. The increasing sophistication of cyber attacks, particularly in the form of high-profile ransomware campaigns, demands specialist 24x7 monitoring, response and resolution. It is not realistic for the Council to build its own IMT security capability and an expert partner in this area is the only practical solution.

- b. Similarly, as organisations continue to move IMT services to the major public Cloud providers, managing information, maintaining security and protecting data integrity all become more challenging. With the rollout of Microsoft Office 365 and the shift of core IMT services to the Microsoft Azure Cloud, partnering with one of the many specialist suppliers in this area will be far more cost effective than building an internal capability.
14. The pace of technology and market change is also accelerating, driven by innovation and product development particularly by global market leaders such as Microsoft, Amazon and Google. Gartner has identified that four new trends in cloud computing – Cloud ubiquity, regional cloud ecosystems (to accommodate local regulatory requirements), sustainability and automation - are continuing to expand the breadth of cloud offerings and capabilities, accelerating growth across all segments in the public cloud services market. Cloud has proven itself during times of uncertainty with its resiliency, scalability, flexibility and speed.
15. As a result, global cloud adoption will continue to expand rapidly with Gartner predicting spend on public Cloud services to exceed \$480 billion next year. With Microsoft quadrupling its cyber security investment to \$20 billion over the next 5 years, there is a clear commitment to the Cloud both by global leading providers and customers. Microsoft continues to evolve and mature its portfolio of products and services and the adoption of relevant offerings will mean the IMT service design will continue to change. This further highlights the need for agility both within the Council and also with its IMT service delivery partners.
16. In a separate report, Gartner also highlighted that “change is accelerating, the technology landscape is vast, cybersecurity, privacy and talent acquisition are increasing challenges. The need for agility has resulted in building greater in-house capability. Local government is moving to highly flexible and adaptable vendor relationships separating into two modes of operation:
- i. Mode 1 – the traditional stable, transactional, high volume/low value activities
 - ii. Mode 2 – agile digital services needing innovative, strategic, high value citizen/user centric services.”
17. In light of these disruptive changes in technology and the market, the end of the contract with Serco provides an opportunity both to ensure core IMT services continue to be effectively delivered but also to consider how best to support the move to a Digital Council. For clarity, the latter is outside the scope of this IMT services delivery model appraisal.
18. The contract with Serco covers the provision of the following core BAU IMT services:
- IT Support Desk
 - Service Integration and Management (SIAM)
 - End User Computing (including VIP support)

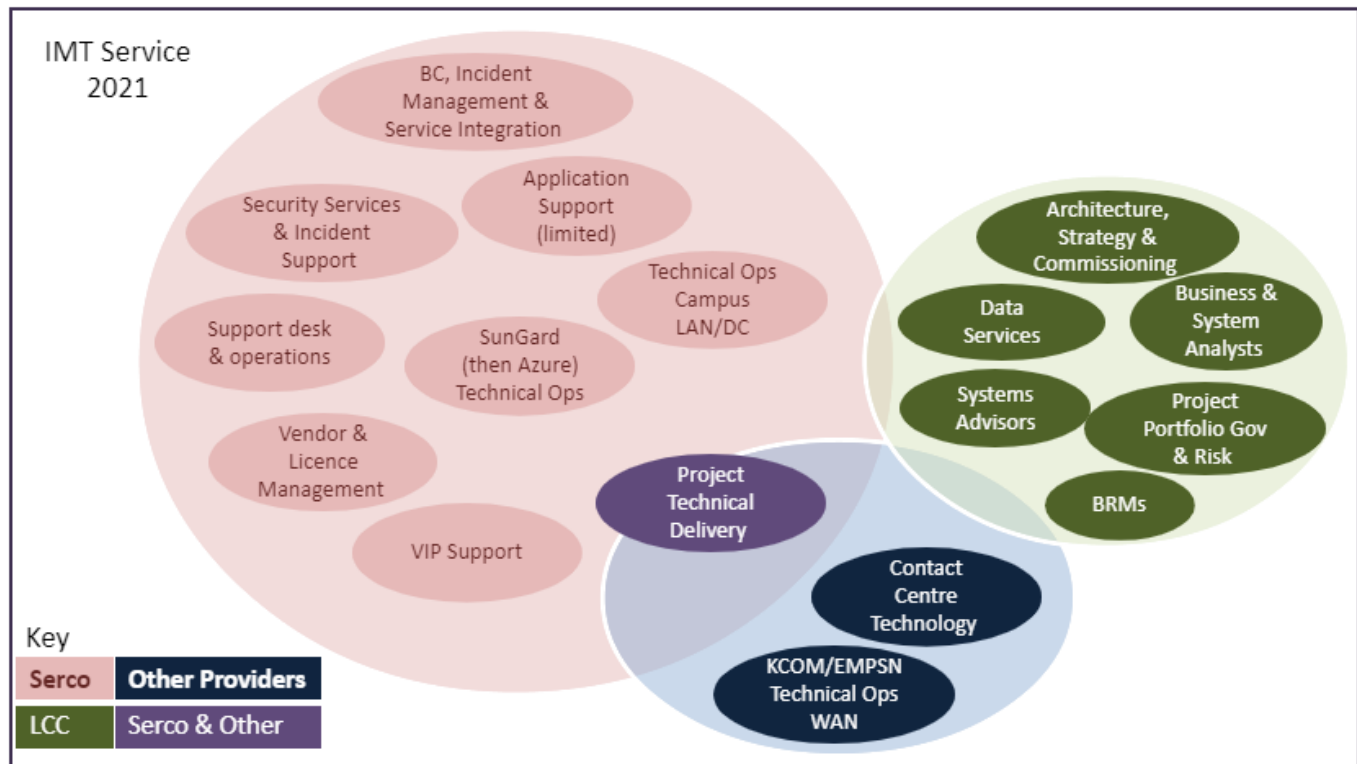
- Application Support
- Local Area Network (LAN) and WiFi
- Infrastructure Support (DataCentres)
- IT Service Management e.g. Incident and Technical Change Management
- Security Operations
- Vendor and Licence Management

NB The Wide Area Network (WAN) is provided by KCOM (recently acquired by Nasstar) and is subject to a separate procurement exercise already underway. Within the specification there is the option for the management of the Council’s LAN services (including WiFi) at a later date. Should this option not be exercised for whatever reason, then in the short-term the management of the LAN would move to the Technical Operations team. In that respect, the provision and management of the WAN and LAN is out of scope of this appraisal.

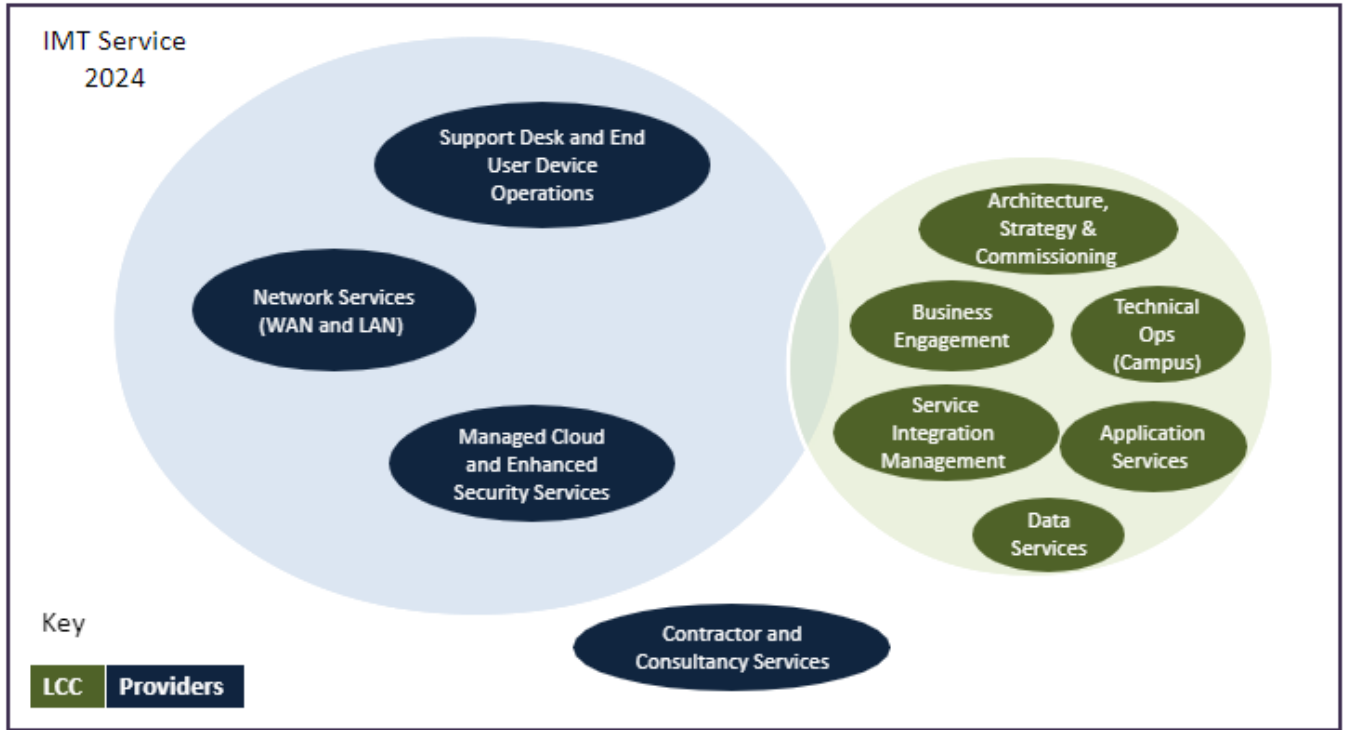
19. The Council needs to ensure that all of the IMT services listed above continue to be provided through either in house delivery, external suppliers or a combination of the two.

20. The proposed service design and how it compares to the current service delivery model is shown below:

- Current Service Delivery model (2021)** - We currently operate through a ‘prime provider’ model, with Serco providing the bulk of our IMT service delivery.



- b. **Proposed Service Design (2024)** - We are seeking to move to a 'multi-source provider' model, where the Council commissions services from specialist IT providers. This would address the drivers for change and achieve our principles for future IMT services.



21. This Service Design has been shaped further following engagement with the market through an Expression of Interest exercise and subsequent Soft Market Testing. The outputs of these market engagements are documented later in this paper.

22. In line with the drivers and principles outlined earlier in this document and having observed the market trends and how other local authorities are sourcing their IMT services, the recommendation is that the ongoing delivery of the IMT services currently provided by Serco would be best achieved through a combination of a multi-supplier model involving suppliers who are specialists in specific areas of IMT service delivery and some in-house delivery.

23. Microsoft has recently announced an enhanced Managed Desktop service. This is an exciting development and one that IMT is currently investigating to understand the benefits for the Council. A move to an enhanced Managed Desktop Service has the potential to impact on the detail of the outsourced Support Desk and Operations Services but not on the principles of the service model being proposed.

Council's commissioning objectives / outcomes and measures

24. The following criteria have also been used to determine whether a given IMT service is best served by an in-house team or external supplier. These criteria were previously

used during the commissioning process in 2012 when Serco were originally engaged and continue to be relevant:

- In house – for those services that are strategically important or have a statutory role; are of high risk or complexity; are political priority services; or where decision making needs to be retained by the Council;
- Outsource – for those services that are transactional, routine advisory; are low risk; or are low complexity. In addition, those services where specialist skills are required are best served by an external supplier.

25. More recently the Institute for Government in its Government Outsourcing report 2020 and the Government Commercial Function in its Delivery Model Assessments Guidance Note published in May 2021 has indicated the following circumstances where outsourcing would add value:

- Leverage greater scale and efficiencies from a market operating at scale;
- Draw on innovative new approaches and expertise;
- A lack of specialist resources and subject matter expertise within the Council;
- Where the Council cannot or is not ready to deliver the service and where there is a market available.

26. An assessment of all the in-scope IMT services was carried out with reference to the above commissioning principles and sourcing criteria. The outputs of this assessment showed that the IMT services comprised of elements in different categories indicating a hybrid sourcing model.

IT sourcing trends

27. In early 2020, the Council engaged Gartner, a global company providing insights and expert guidance, to inform the development of a new IMT service design. This engagement has provided the Council with access to industry trends, market analysis and research material pertinent to IMT delivery in the public sector. A Gartner executive business partner – a former CIO of a County Council - has also provided dedicated support over the last 18 months, supporting the development of the IMT strategy and also authoring the assurance report referenced in paragraph 28, by drawing on his experience and that of other authorities.

28. In February 2021, Gartner was commissioned to carry out an independent review of the proposed IMT service design. The subsequent report - 'Strategic Technology Sourcing Review' - analysed the various environmental factors impacting local, regional and central government organisations and the general trends in terms of the IMT design and sourcing strategies being adopted in response to these threats and opportunities. It then analysed how closely the Council's proposed approach aligned with these overall trends and, where deviations were identified, provided commentary in the context of the Council's specific needs.

29. The report provides an analysis of the proposed sourcing strategy for the Council's future IMT services. A summary of this analysis is as follows:

- a. The proposal to outsource Support Desk and Operations, Managed Cloud Services and Enhanced Security Services, is in line with Gartner's recommendations for these service towers.
- b. For SlaM, Gartner recognises that there are a number of ways this can be managed either by insourcing, outsourcing or a hybrid arrangement. The report recommends either insource / outsource and acknowledges the proposed service design aligns with this.
- c. For Application Support, Gartner's recommendation in general is to outsource this capability, but qualifies this as being in the context of general digital services. The Council's reason for insourcing is that many of the Council's portfolio of business applications are bespoke to the local government market meaning the support of these is a niche service not generally available in the market.

Though it is expected that a proportion of these applications will be replaced by Software as a Service (SaaS) solutions, there will still be a number that will require specialist knowledge to support. Due to the critical nature of many of these applications, the intent is to manage these in house and support the business in developing application strategies to remove them from the estate.

- d. For Technical Operations, Gartner notes that this is typically outsourced as a commodity service and their recommendation is to outsource. The remaining Technical Operations in the context of the proposed service design are primarily focused on the management of the application services and related infrastructure hosted within the Council's datacentres. In many instances these services operate on legacy infrastructure and as a result cannot be readily migrated to the Cloud and require ongoing specialist knowledge to support. In that respect, these Technical Operations cannot be considered a commodity service and need to be insourced to effectively manage the risk. However, it is envisaged this footprint will reduce significantly over the life of this contractual period.

30. Overall, the report validates the proposed service design. Where there are minor deviations from Gartner's recommended approach, there are valid reasons for doing so as stated above. These are mostly due to previous generation technologies within specialist vertical market software solutions and where local resources have built up expertise in the maintenance of these.

Market Engagement

31. During July and August 2021 suppliers on the Crown Commercial Service TS3 framework (lots 3a and 3b) were contacted through an Expression of Interest (EOI) engagement to gain their views on LCC's approach to running a series of procurements to replace the Serco IMT contract. A further Soft Market Test was carried out in October and November 2021 to explore the suppliers' responses in more detail. The Market Engagement showed strong market support for the shape of the services to be outsourced, support for the use of the preferred framework, and useful information about how to manage key issues in the procurement and the contract. For further details on the Market Engagement, see Appendix A.

What other authorities are doing

32. There is a clear trend among local authorities of moving away from prime-provider contracts to multi-source models. This is evidenced from publicly available papers as well as discussions with IT directors of local authorities who have recently gone through a similar procurement programme. See Appendix B for further details.

Service Integration and Management (SlaM)

33. SlaM has been an area of focus as the service design has evolved and has been discussed in depth with the prospective suppliers during the Soft Market Test exercise. This section provides further detail on SlaM and how it can be delivered as part of the proposed move to a multi-supplier environment.

34. Service Integration and Management (SlaM) refers to the provision of technology consulting, project implementation and operational management services related to overseeing service delivery of multiple internal and external IT and business process service providers. The goal is to achieve seamless end-to-end service outcomes with a single point of accountability in a multi-sourced IT services environment or ecosystem.

35. SlaM can be delivered in a number of ways:

- a. Fully insource the capability
- b. Use an external specialist to deliver SlaM only
- c. Bundle the role with an existing supplier (typically the first-level support desk provider)
- d. A hybrid model: a combination of insource and an existing supplier

36. As part of the post-Serco service delivery model design, IMT is proposing that the governance and strategic elements of SlaM will be delivered by an in-house team and that the same SlaM team will work with the Support Desk and Operations supplier to oversee the operation of key service management processes. This allows the Council to take advantage of the supplier's capabilities and experience in managing these

processes but recognises there are limitations to the supplier's ability to leverage or influence the performance or engagement of other suppliers as they do not own the commercial relationships.

37. IMT is not starting from a 'zero base' with respect to SlaM. IMT already owns strategy and governance and has made changes to the IMT service design, particularly over the last couple of years, to manage more effectively the relationship with Serco in order to drive an improvement in the quality of service delivery. This is more than just vendor management and the skills and experience the team has gained will provide a strong foundation for the internal SlaM capability needed to manage a multi-supplier environment.

38. There are certain aspects of SlaM, where the Council would benefit further from delivery by an in-house team:

- a. The Council's ownership of the commercial relationships with the suppliers gives the Council the ability to leverage contracts to address performance issues and incentivise suppliers to collaborate effectively. This is not so easily achieved by a 3rd party SlaM function without these commercial levers in place.
- b. IMT through its business partnering team is able to build the relationships with business stakeholders so that it has the knowledge and understanding of the business' objectives, plans and challenges to ensure synergy between the delivery of business improvements and the supporting technical changes. An internal SlaM function, being naturally close to this team, is better placed to articulate requirements and changing priorities with suppliers and work with them to get a coordinated response. This 'context aware' service provision is best achieved by an in-house team.
- c. The Council is best placed to commission new services involving multiple providers. Suppliers are dealing with the commercial owner and service transition from project to multiple suppliers is effectively coordinated.
- d. Objectivity is essential so that the SlaM function can act as, and be seen to be, the advocate for the Council. A supplier of SlaM services will have their own commercial objectives and this may lead to actions which do not necessarily result in the right outcomes for the Council.

39. The success of a SlaM capability in managing an ecosystem of internal and external suppliers is dependent on a number of critical success factors. These have been identified both through research carried out by Gartner but also through the Soft Market Sessions and engagements with other Local Authorities:

a. Suitably skilled and experienced resources

A broad knowledge and understanding of IT and ITIL-aligned IT Service Management processes are essential for an effective SlaM operation. However, an effective SlaM capability needs people with skills and knowledge in the following key, non-technical areas:

- i. Relationship management
- ii. Vendor management
- iii. Influencing and negotiating
- iv. Communications
- v. Conflict resolution
- vi. Awareness of business operations and culture

b. Strong governance

Effective performance management of suppliers complemented by cross-supplier governance boards focusing on strategy, innovation and end to end service performance, are key to ensuring overall effective service delivery and business value creation.

c. Clear boundaries of responsibility between suppliers

Essential to prevent inefficient process execution and ‘boundary’ disputes, RACI matrices or equivalent will ensure clarity on who governs, operates and assures each element of IMT service delivery.

d. Aligned service level targets

Making sure all links in the chain have aligned service targets in place. Greater cohesion and collaboration can be achieved if suppliers have common or aligned targets to work towards.

e. Collaboration agreements

Having a collaboration agreement in place that all suppliers sign up to provides a foundation for good supplier cooperation. The Nuclear Decommissioning Authority has successfully implemented such an agreement with its ecosystem of suppliers with its “Behaviours and Principles of Collaboration” agreement covering such areas as commitment to end users, prevention and delivery as a priority, a ‘fix first’ approach and a ‘one team’ approach.

Evidence of the effective use of collaboration agreements can also be found within the Council. The Highways department uses a similar construct to facilitate cooperation among its key suppliers. There are KPIs

relating to public perception and Health and Safety performance that require all suppliers to work together to achieve.

40. The general risk profile for introducing a SlaM capability within the Council has reduced. The Soft Market Testing clearly demonstrated that suppliers are familiar with and experienced in either providing SlaM services or in being a provider within a SlaM managed ecosystem. Aligning Enhanced Security Services with the Managed Cloud Service tower also reduces the number of primary suppliers that the Council would need to manage and this in turn reduces the complexity of managing end-to-end delivery of services.

41. The primary risk that remains is the ability for the Council to recruit and retain suitably skilled SlaM staff. Ideally a SlaM capability needs to be in place to support Transition with the aim of having continuity of staff through Transition and in to BAU. IMT expects to achieve the desired blend of skills through 3 primary channels:

a. Direct recruitment from the external market

Direct recruitment may be needed for certain roles in the SlaM function. For more senior roles e.g. Head of Service Integration, there may be challenges in attracting suitably skilled and experienced people as the jobs market is competitive. It may be that Serco colleagues would apply and their detailed knowledge of LCC's service would be advantageous.

However, the ability to attract and recruit the right people is an issue that currently affects many recruiting managers in the Council and is not unique to SlaM. The service design places less emphasis on senior technical resources and more on management resources which have proved easier to recruit. In the short term this risk may be further mitigated by accessing the contractor market and supplementary consultancy services.

b. TUPE

It is expected that some members of the existing Serco service management team with SlaM experience will be in-scope of TUPE regulations. This may provide an immediate 'ready to go' capability if Serco staff chose to transfer to LCC with the additional benefit that these staff will have excellent knowledge of the LCC business and its IT services.

However, TUPE resources are unlikely to be available until the formal Serco contract end date. As establishing the SlaM function is a necessary precursor to transitioning services, other options will need to be explored so that an interim capability can be stood up (see below).

c. Upskilling of existing staff

Upskilling of existing staff will be required particularly for those staff in a technical or service delivery type role. This will be achieved through training via existing external training partners and / or through the 'Contractor and Consultancy Services' tower.

The preferred option – Multi-source model

42. Drawing on feedback from the market and informal guidance from the Corporate Leadership Team, the Executive Councillor for Highways, Transport and IT and the Leader of the Council, the CSSR programme has considered all main insourcing and outsourcing options.

43. In line with the drivers and principles outlined earlier in this document and having observed the market trends and how other local authorities are sourcing their IMT services, the recommendation is that the ongoing delivery of the IMT services currently provided by Serco would be best achieved through a combination of in house delivery and a multi-supplier ecosystem involving suppliers who are specialists in specific areas of IMT service delivery.

44. Where the Council draws the line between in-house and procured services is critical to exploit the benefits of a multi-source provider model. Where service delivery is contracted out, the Council sets the direction, retains ownership of strategy, remains responsible for quality and performance, and ensures both agility and coherency of the overall service.

45. The following table lists the core IMT services currently provided by Serco and recommends how these services would be best delivered in the future:

Service	Sourcing Option	Proposed Service Tower	Comments
IT Support Desk	Outsource	Support Desk and Operations	With increased automation and a shift to self-help for users, Support Desks are evolving into the provision of transactional and routine advisory services. there is a ready market of experts in this field. Procurement route: TS3 framework, Lot 3a
End User Computing	Outsource		End user device management is becoming an increasingly commoditised service. There are natural synergies with the IT Support Desk.

			Procurement route: TS3 framework, Lot 3a
Managed Cloud Services	Outsource	Managed Cloud Services and Enhanced Security Services	<p>With the increasing complexity of public cloud services, we need expert partners in this area with specialist knowledge and capability to manage these Cloud services on the Council's behalf and ensure they represent good value.</p> <p>Procurement route: TS3 framework, Lot 3b</p>
Enhanced Security Services	Outsource		<p>A provider with access to the latest threat intelligence as well as the skills and technology needed to respond quickly and effectively to a cyber attack. This is not something the Council can do for itself.</p> <p>Enhanced Security Services will form part of the Managed Cloud Service procurements.</p> <p>Procurement route: TS3 framework, Lot 3b</p>
Local Area Network (LAN) and WiFi	Outsource	[Option within the WAN contract]	<p>LAN and WiFi support are included as an option within the ongoing WAN procurement</p> <p>Procurement already under way and therefore out of scope of this options paper.</p>
Service Integration and Management (SlaM)	Insource – strategic SlaM and governance	SlaM (Internal Council owned) –	<p>Overall ownership of processes and governance of the SlaM model would sit with the Council. The Support Desk and Operations supplier will operate key Service Management process with the Council SlaM function providing oversight.</p> <p>See paragraphs 33 to 41 for further details on SlaM.</p>
Application Support	Insource	Application Services (Internal Council owned) –	<p>Should retain this service to mitigate the support risks for legacy systems and ensure responsiveness to changing business needs whilst developing/ sourcing new cloud based solutions.</p>

Technical Operations (DataCentres)	Insource	Technical Operations (Internal – Council owned)	<p>The management of legacy infrastructure presents commercial risk to the market and suppliers will price accordingly.</p> <p>Insourcing this capability will ensure continuity of support for legacy IT services and preserve local knowledge of those platforms. An in-house team will also be able to respond quickly to changing requirements and priorities.</p> <p>3rd party maintenance contracts will provide the specialist support for the hardware and software as per current arrangements.</p>
Vendor and Licence Management	Insource	Vendor and Licence Mgmt (Internal – Council owned)	The optimal model is for vendor management to sit with the service integrator.
VIP Support	Insource	VIP Support (Internal - Council owned)	VIP support requires local knowledge and an on-site presence. Best provided by an internal team.

Proposed externally sourced services

46. The service design has taken into account the changing technical landscape such as the shift to Cloud services, zero-touch deployment of devices (through increasing automation and facilitated by the evolution of Microsoft’s cloud services in this area) and the ever-increasing Cybersecurity threat; but also the changes in the way in which staff are now working with a much larger proportion of staff working from home on a near-permanent basis.

47. Natural synergies between some of these IMT services have emerged following the market engagement and business benefits can be derived from having suppliers bid for particular bundles of services. The following bundles are proposed as part of the service design:

- Support Desk Operations (including end user device management and device security services)
- Managed Cloud Services with Enhanced Security Services

Proposed internally sourced services

48. As also identified in the table above, it is proposed that a number of services currently provided by Serco will move in house. These services are:

- Service Integration and Management (SIaM)
- Application Support
- VIP Support
- Technical Operations (Datacentres) including 'hands on' support
- Vendor and Licence Management

The following sections outline the reasons why it is considered that the Council would benefit from having these services provided by an in-house team.

Service Integration and Management (SIaM)

49. This is covered off in paragraphs 33 to 41 in this document.

Application Support

50. An in-house Application Support team would provide application management support for legacy business applications. Primarily these are applications which cannot yet be replaced with Cloud provisioned equivalents due to their bespoke nature, dependency on legacy infrastructure or a need to be located on Campus. The market for these types of services is very limited and likely to be commercially unattractive to potential suppliers.

VIP Support

51. This is specialist IT support for the Council's directors and Members. In order to be able to respond quickly to emerging issues or to rapidly changing priorities, it is proposed that this capability would be best served by an in-house team. This would offer the control of resources and agility needed to provide the optimum overall service. However, some suppliers could embed staff locally into the Council and this option will be kept under review.

Technical Operations

52. This team would provide maintenance, monitoring, patching and updating of servers, storage devices and LCC owned network resources hosted at LCC's datacentres and corporate sites. The team would include a 'Field Service Engineer' team supporting equipment hosted at other LCC locations and acting as 'hands and eyes' for the datacentre equipment under the guidance of outsourced partners as required

Vendor and Licence Management

53. The management of all suppliers in the ecosystem excluding certain 3rd parties engaged directly by the ecosystem suppliers to deliver their services, will be the responsibility of IMT. Vendor management services will cover such areas as contract change, compliance, escalations, service improvements, risks and issues management.
54. There are also a number of Serco owned third party support contracts, 40 in total, which are integral to the delivery of IMT services. These will need to be re-procured separately in line with the expiration of the current arrangements with the Council as commercial owner. The G-Cloud framework offers an efficient procurement route for the vast majority of such services.
55. The licence management team will maintain an inventory of all LCC licences ensuring optimal licence allocation and compliance. This includes supporting licence audits by software vendors in collaboration with relevant ecosystem suppliers. This function will also identify upgrade and consolidation opportunities, as well as forecasting future software needs.
56. IMT also currently provides a number of services which sit outside the scope of the existing Serco contract. These are:
- Enterprise architecture, strategy and commissioning
 - Governance and Risk Management
 - Data Services
 - Business Engagement
 - Business Partners
 - Business Analysts
 - Systems Advisors
 - Project portfolio management
57. These services will continue to be provided by IMT in alignment with the proposed service design, but the sizing of these teams does not change as a result of implementing this design.

Other options considered

58. Clearly it would be possible to put in place a wide range of alternative mixes of outsourced and insourced provision of the different elements that make up the overall IMT service. The reasons for the particular combination being recommended in this Report are set out in the previous sections.
59. The programme has also considered a number of other options as follows:

A) A single large strategic partnership contract (Prime Provider model) with limited services managed in house.

This would be a contract similar to that which is in place with Serco today i.e. the majority of IMT services provided by a single supplier.

B) A full insource

This would result in all IMT services provided by Serco today being delivered by Council employed staff. Only maintenance contracts e.g. hardware maintenance, would be provided by 3rd parties.

The pros and cons for each of these options are set out in the following table:

Option	Pros	Cons
<p>Preferred option</p> <p>A multisource model with some services managed in house.</p>	<ul style="list-style-type: none"> • Can target specialist suppliers for the required IMT services • Greater agility and responsiveness • No longer need to pay provider profit on all services 	<ul style="list-style-type: none"> • Higher vendor management overhead because of the required SlaM activity • Reduced accountability clarity
<p>Other option A</p> <p>A single large strategic partnership contract (Prime Provider model) with some services managed in house.</p>	<ul style="list-style-type: none"> • A single point of accountability for the delivery of services 	<ul style="list-style-type: none"> • The market for these types of contracts has significantly declined • Prime providers are not necessarily specialists in all the relevant IMT services and therefore hard to see how they might add value rather than cost • The market leading global Cloud vendors (e.g. Microsoft, Amazon) are concentrating on their strategic partners, not on vertical market players such as Local Government prime suppliers
<p>Other option B</p> <p>A full insource.</p>	<ul style="list-style-type: none"> • Greater control and flexibility 	<ul style="list-style-type: none"> • Higher management costs • Difficulty in attracting

		<p>and retaining staff with relevant skillsets</p> <ul style="list-style-type: none"> • Significant costs associated with all the tools required to manage the full IMT estate • No track record of successfully delivering some services • The team would not be large enough to provide depth and resilience across core disciplines or be able to flex to dynamic demands • Will rely fully on local resources and therefore a less resilient overall service
--	--	--

Budget

60. The design principle is that the proposed service design will be delivered, without causing a step change in the overall IMT budget. The existing 2021/22 expenditure for IMT, which covers the cost of the IMT services delivered by Serco, has been used in the design. The charge for Serco IMT services, adjusted to take into account the impact of ongoing programmes of significant IT change, is expected to be in the order of £6.5m per annum, and this figure has been used to guide the modelling of costs for the proposed service design. The projected cost of the services procured is within the budgeted figures for these elements of the IMT service.

61. The Council is optimistic that the proposed service design for the future delivery of IMT services can be achieved within the overall IMT budget as of 2023/24. However, it is difficult to forecast if the current inflationary pressures will affect the cost of services.

62. It is expected that a number of Serco staff will transfer to the Council under TUPE arrangements for the insourced services and an assumption on the number of staff likely to transfer has been made when modelling the future IMT organisation design as of 1 April 2024. Based on this assumption it is expected that an additional 4 staff will be required, primarily to operate key service management processes that are outside the scope of Serco staff fully dedicated to the LCC account.

63. During the 12 - 18 month period subsequent to the inception of the new contracts, there will be a period of stabilisation as the new suppliers and ways of working are fully embedded into BAU. As part of continual improvement activities, opportunities will be identified to further improve services.

Risks

64 Risks here are included for completeness but are not thought to have a material impact on the option decision as they are more or less equivalent across the options.

Area	Risk Description	Mitigation
Resources	Loss of non-Cloud technical resources before the Council has removed its dependencies on such services	Establish a clear development pathway
Resources	Difficulty in attracting / recruiting / retaining SlaM resources	Use of 'Contractor and Consultancy Services' tower to provide temporary resources Utilise the SlaM services of successful bidders to support SlaM function
Resources	Key existing Serco staff move to non-LCC account roles either prior to or on contract end date	Engage early and effectively Identify key roles Source temporary alternatives through additional contractors, consultants of shared service arrangements
Transition	Risk of impacting BAU services during transition to new supplier arrangement - the fragmentation of the services into smaller units of delivery has the potential to increase the transition risk for a multi-supplier models.	A lot of experience on the supplier side in managing transition Phasing of services to reduce impact Build transition team early (min. 18 months in advance) to prepare and plan SlaM resources involved in Transition and subsequent BAU management
Exit	Lack of engagement from Serco during Exit	Ensure Serco are held to Exit commitments in the contract Work with Serco on a jointly owned

		<p>exit plan</p> <p>Engage Serco's ongoing engagement through formalised and funded projects up until the end of the contract</p>
Procurement	Insufficient time and resources allocated to re-procurement of existing 3rd party contracts	<p>Identify novation options from incumbent to the Council</p> <p>Re-procure contracts in Council's name as part of BAU vendor management in the lead up to Serco exit</p> <p>Dedicated support from procurement category lead and officers</p> <p>Re-evaluate required number of contracts</p>

2. Legal Issues:

Procurement

Given the value of any proposed outsourcing the Council will be required to comply with the Public Contracts Regulations 2015. Two options for procurement in accordance with the Regulations have been considered.

The first is a full tender process, approaching the market as a whole to respond to the Council's requirements. This approach is useful where the Council is looking for innovation or to choose between a number of different ways of meeting the Council's requirements. However it can be lengthy process and can lead to a range of tenders including from providers who may not be specialists in the area we are looking for. It is labour intensive requiring significant amounts of Council resource.

Given that the services sought are increasingly commoditised and delivered by specialist suppliers the best way to access those suppliers is through the second potential approach – i.e. the use of an established framework. This is a legally compliant option which can be concluded more quickly and is less demanding on the Council's resource.

The Crown Commercial Service TS3 framework has been set up to secure value for the public sector. There are c 40 specialist suppliers on the framework and through market engagement we have established that there is a lot of interest in our procurement from those on the framework which should provide a high level of competition. It is a framework used by other authorities, will speed up the procurement and uses a contract

balanced in favour of the public sector which we are familiar with. The G Cloud framework is also available to the Council and offers similar benefits to the TS3 framework depending on the nature of the services or commodity required.

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.

There are not considered to be any Equality Act implications arising out of the choice of delivery model for future IMT services. The proposals put forward in this Report are considered to be the best way of ensuring the ongoing availability, performance and development of an IT platform that fully supports the Council in supporting its residents and communities in a way which meets the Equality Act requirements.

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 & Well Being Strategy (JHWS) in coming to a decision.

There are not considered to be any direct JSNA or JHWS impacts of the decisions required by this Report. Indirectly, the Council's IMT infrastructure underpins all the work of the Council and the way it interacts with its customers and communities. The proposals put forward in this Report are considered to be the best way of ensuring the ongoing availability, performance and development of an IT platform that fully supports the aspirations of the Corporate Plan which directly contribute to the achievement of JHWS objectives.

Crime and Disorder

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

There are not considered to be any direct impacts of the decisions required by this Report on the section 17 considerations. Indirectly, the Council's IMT infrastructure underpins the work of the Council in fulfilling its crime and disorder functions. The proposals put forward in this Report are considered to be the best way of ensuring the ongoing availability, performance and development of an IT platform that fully supports the Council and its partners in that work.

3. Conclusion

The report has considered all main insourcing and outsourcing options and the recommendation is that the ongoing delivery of the IMT services would be best achieved through a multi-source arrangement: a combination of in-house Council delivery teams and external suppliers who are specialists in specific areas of IMT service delivery.

This future service delivery model for IMT services is recommended as the most effective design to enable the Council to respond to the rapidly changing technical and information

security environment; to be agile in the way it responds to business needs and priorities; and to support its digital ambitions.

Market engagement has provided assurance that there are sufficient capable suppliers expressing an interest who can deliver the required services, and that those suppliers thought the proposed service design and approach was a sound solution.

Engagement with other Councils who have undertaken similar exercises has identified that their sourcing strategies also reflect market trends. The prime provider delivery model is no longer best placed to serve the interests of local authorities and there is a clear shift to a hybrid model of in-house delivery and specialist suppliers to provide the agility, access to technical specialists and improve speed of change required.

A single large strategic partnership with a prime provider with limited services managed in-house is not recommended. The market is limited, such suppliers are not necessarily specialists in all areas, and it is hard to see how they would add value rather than cost.

A full in-source is not recommended. Tooling costs for monitoring and managing the full scope of IMT services would be significant; management overheads would be higher; recruitment and retention across all IMT service areas would be difficult; and the team would not be large enough to provide depth and resilience across core disciplines or be able to flex to dynamic demands.

4. Legal Comments:

The Council has the power to adopt the model of IMT provision set out in the Report.

The proposed procurement process is consistent with the Council's legal duties.

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

5. Resource Comments:

Accepting the recommendation for the future design of the IMT service, will not have a direct impact on the budget approved for this function. Any future service delivery will look to be delivered within the funding envelope available and any changes required to the construct of this budget will need to be reflected in our future budget setting process.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The development of the options, the preferred model and progress on the project has been reviewed by the Overview and Scrutiny Management Board at their meetings in December 2020, March 2021, August 2021 and January 2022.

This report will be considered further by the Overview and Scrutiny Management Board at its meeting on 28 April 2022 and the comments of the Board will be reported to the Executive

d) Risks and Impact Analysis

See the body of the Report

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Market Engagement
Appendix B	Outsourcing Trends in the Public Sector

8. Background Papers

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

Background Paper	Where it can be viewed
Corporate Support Services Review Scope, Prime Provider Update and Draft IMT Model	Agenda for Overview and Scrutiny Management Board on Thursday, 17th December, 2020, 10.00 am (moderngov.co.uk)
Corporate Support Services Review Update and Emerging Draft IMT Model	Agenda for Overview and Scrutiny Management Board on Wednesday, 17th March, 2021, 10.00 am (moderngov.co.uk)
Performance of the Corporate Support Services Contract	Agenda for Overview and Scrutiny Management Board on Thursday, 26th August, 2021, 10.00 am (moderngov.co.uk)

Performance of the Corporate Support Services Contract	Agenda for Overview and Scrutiny Management Board on Thursday, 27th January, 2022, 10.00 am (moderngov.co.uk)
--	---

This report was written by Phil Johnson and John Wickens who can be contacted at john.wickens@lincolnshire.gov.uk

Appendix A – Market Engagement

- 1 During July and August 2021 suppliers on the Crown Commercial Service TS3 framework (lots 3a and 3b) were contacted through an Expression of Interest (EOI) engagement to gain their views on LCC's approach to running a series of lots to replace the Serco IMT contract. Seventeen responses were received from a cross section of IMT suppliers. This was a response rate of 40% (of those suppliers who had acknowledged the EOI document) which the Crown Commercial Service considered a good response and indicates a clear interest from the market in our proposed service design and sourcing approach.
- 2 The EOI described the current IMT set up and detailed the proposed new structure based around an in-house governed Service Integration and Management (SIAM) capability which would see the IMT service evolve from a prime supplier model currently delivered by Serco to a model delivered by multiple suppliers.
- 3 The desired main outcomes from the EOI were:
 - a. To ensure that the design was considered sensible from a market perspective and that suppliers would bid for the lots when procurements were issued;
 - b. That sufficient time has been allowed for transition from the current arrangements to the new multi-supplier model;
 - c. To seek the market's view on pricing models, service credit regimes, service tool ownership and level of detail to include in procurement documentation to ensure accurate market pricing;
 - d. To understand where each supplier would propose the location of the Support Desk if not specified in the procurement.
- 4 A number of questions were asked of the suppliers in order to establish their view on the various points covered above. A summary analysis of their responses showed that:
 - a. All thought that the service design and approach was a sound solution and that the TS3 framework was an appropriate route;
 - b. Many suppliers expressed an interest in more than one tower. This could provide some small efficiencies and would reduce the amount of SIAM effort.
 - c. The majority of suppliers thought that there was sufficient time allowed in the proposed timetable for transition with only one respondent thinking that transition should be shortened;
 - d. Suppliers favoured volume based pricing (i.e. price per support desk ticket, price per user supported etc.) so as volumes changed so would the pricing up or down and would clearly reduce the risk on their part;

- e. The contract term proposed in the EOI document for each of the Support Desk and Operations, Security and Managed Cloud towers was 3 years +1 +1 and suppliers indicated they were happy with this proposed contract term. However, taking into account that the initial contract term also covers time needed to transition services, it is proposed that a 5 years +1 +1 contract term would be preferred to allow sufficient time for stabilising the new arrangements.

The EOI exercise attracted a cross section of the market and the Assistant Director IMT is confident in the ability of the interested suppliers to deliver the services.

- 5 Following a review of the responses from the Expression of Interest exercise, it was agreed that a Soft Market Test would be carried out to seek further input from the market on the service design and explore in more detail the responses provided through the Expression of Interest exercise.

- 6 The desired outcomes from the soft market testing session were:

- a. To gather more detailed feedback on the feasibility and any challenges posed by our proposal model from a supplier perspective;
- b. To build on the information provided in the EOI response, with more detailed questions set;
- c. To ascertain the degree to which providers understand the proposed SLaM model and gather their feedback;
- d. To allow LCC to understand supplier's cost-drivers, approach to risk and appropriate mechanisms supporting change; and
- e. To understand what providers view as essential criteria to a successful SLaM model.

- 7 Some of the key highlights from this not covered in the report are summarised below:

Service toolset – modern, enterprise-class IT Service Management tools are readily integrated. Most suppliers suggested the use of a centralised toolset with other suppliers integrating with that tool as required.

- a. **Fire and Rescue** - There were no concerns raised by respondents in supporting a Blue Light service. Many referenced current service provision in to Blue Light services and highlighted data governance standards as being of particular relevance in this area. All recognised there maybe a need to differentiate the service e.g. expedited SLAs and specific operational needs such as dash mounted technology.

In-house VIP support – suppliers raised no concerns regarding the Council's proposal to manage this team in-house.

- b. **Implementation** – There was a range of differing responses regarding the timescales needed to complete transition, but on average suppliers interested in the Support Desk and Operations tower considered 6-9 months as being sufficient, whereas suppliers interested in the Managed Cloud Services tower quoted much shorter timelines to complete.
- 8 In conclusion, the soft market testing sessions have been beneficial in identifying the market view, recommendations and considerations for the Council in defining its requirements.
- 9 Furthermore, this engagement with suppliers, coupled with new services announced by existing vendors, has made it clear that the towers articulated in the Expression of Interest document can be further consolidated into two main towers:
 - a. Support Desk and Operations (including device management)
 - b. Managed Cloud Services and Enhanced Security Services
- 10 With ten of the suppliers indicating they were interested in bidding for both of the above service towers, there is a possibility that the same supplier could win both.
- 11 The Technology Services 3 framework remains an appropriate route and in its modular form of schedules provides a format in which the statement of requirements and the additional schedules of continuous improvement, governance and collaboration can help support the objectives of the SlaM model. CCS support will be utilised where appropriate to develop the procurement approach and documentation.
- 12 The G-Cloud framework may also be a suitable route to procure services particularly for some of the third-party support contracts that will be required. Early indications suggest the TS3 and G-Cloud frameworks are both viable options and the final procurement route for each requirement can be decided at a later date.

Appendix B – Outsourcing Trends in the Public Sector

- 1 A comprehensive paper written by the Institute of Government in June 2020 looked at sourcing trends in the public sector across a number of service areas including IT. The paper noted that “several central government departments and public bodies have broken up large IT contracts and brought them partly or wholly back in-house in the last five years”. This included the HMRC, DWP and Ministry of Justice among others.
- 2 The paper also identified that “The strongest and most consistent interest in insourcing we found was in local authorities, where services were contracted out first and procurement is most prevalent”, but also that “the private sector will continue to have expertise, capability and a capacity for innovation that government does not”.
- 3 Gloucestershire County Council is one example of a local authority which has moved away from a prime provider Sopra Steria – originally contracted to provide BAU support, innovation and change - to a multi-sourced model. In July 2020, the cabinet approved the search for a mixture of in-house and third party contractors to deliver a new and improved digital operating model to replace the contract with Steria which was due to end in March 2021. Hosting Support, Systems Management, Telephony and Security Operations are provided by Cantium Business Solutions; LAN and WAN support with BT; and a number of services including Application Support, Support Desk and Deskside Support moved in house.
- 4 Croydon Borough Council also sought to change its IT service delivery model to allow for “increased flexibility and speed of change, the potential for reduced running costs and the ability to better utilise specialist technology expertise to improve key areas of performance”. Having originally outsourced its IT provision to Capita in 2014, the Council’s strategy was to “enhance the in house Service Integration and Management (SIaM) capability and contract management capability in order to manage a multi-source approach to the market”.
- 5 Barking and Dagenham moved from a prime provider contract with Agilisys to a mostly insourced model but with a distinct shift to externally delivered cloud services (Azure public cloud and Office 365). This was a two year programme of work with completion expected in early 2022.
- 6 Sheffield City Council (SCC) moved away from a prime provider contract with Capita to a multi-source model. Costly project management and innovation, limited transformation efforts and a lack of agility were cited as some of the main reasons for the exit from the contract and the change in service design. Application support remained in-house mainly driven by the kind of applications peculiar to local government and which cannot be migrated to the Cloud.

This page is intentionally left blank



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

Report to:	Overview and Scrutiny Management Board
Date:	28 April 2022
Subject:	Award to reseller for provision of Microsoft Subscription Agreement and related services

Summary:

This report invites the Overview and Scrutiny Management Board to consider a report on the Award to reseller for provision of Microsoft Subscription Agreement and related services, which is being presented to the Executive on 04 May 2022. The views of the Board will be reported to the Executive as part of its consideration of this item.

Actions Required:

The Overview and Scrutiny Management Board is invited to: -

- 1) Consider the attached report and to determine whether the Board supports the recommendations to the Executive as set out in the report.
- 2) Agree any additional comments to be passed on to the Executive in relation to this item.

1. Background

The Executive is due to consider the Award to reseller for provision of Microsoft Subscription Agreement and related services at its meeting on 04 May 2022.

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. Comments from the Board will be reported to the Executive.

3. Consultation

The Board is being consulted on the proposed decision of the Executive on 04 May 2022.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Award to reseller for provision of Microsoft Subscription Agreement and related services to be presented to the Executive on 04 May 2022

5. Background Papers

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

This report was written by Andrew Webster, who can be contacted on andrew.webster@lincolnshire.gov.uk.

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

Report to:	Executive
Date:	04 May 2022
Subject:	Award to Reseller for provision of Microsoft Subscription Agreement and related services
Decision Reference:	I026022
Key decision?	Yes

Summary:

This report sets out and seeks approval for the proposed procurement route for the provision of Microsoft software and services.

Recommendation(s):

That the Executive

1. approves the direct award of a one-year contract, via the CCS RM6194 Back Office Software (BOS) Framework Agreement, to the incumbent reseller Softcat, for the provision of Microsoft software and services; and
2. delegates to the Executive Director – Resources in consultation with the Executive Councillor for Highways, Transport and IT authority to take all decisions necessary to carry out the procurement up to and including the award of contract

Alternatives Considered:

1.	Process 2022/23 Microsoft Subscription order via existing contract This alternative should be discounted because it will not be possible to complete the order process before the existing contract expires.
2.	Do Nothing This alternative should be discounted because it provides no security of supply for vital software and services used by over 6000 Council employees. Licenses will lapse placing access to these services at risk and the potential failure of

critical local services.

Reasons for Recommendation:

The CCS RM6194 BOS framework is an established and compliant procurement route facilitated by the Government Commercial Function. Use of the Framework will allow the award of a one-year contract to the Council's existing reseller for 2022/23. This route allows the Council to process an order for the 2022/2023 agreement and thereby to retain the terms of the Rapid Modernisation Plan (RAMP) tapered discount scheme. This provides licencing cover whilst the Council plans a strategically relevant procurement competition for 2023/24 onwards in line with Microsoft's Enterprise Subscription Agreement pricing cycle

1. Background

- 1.1 Lincolnshire County Council's IT systems are predominantly based on Microsoft software and services. For context, as of March 2022, LCC utilised 6256 active Microsoft 365 user licences.
- 1.2 Due to the complexities of the software market LCC cannot procure Microsoft products directly from Microsoft and all Microsoft licencing is facilitated via a reseller.
- 1.3 The Council's incumbent reseller for Microsoft software and services is Softcat.
- 1.4 This contract was procured in 2018 via a Crown Commercial Services (CCS) framework agreement and expires on 30th June 2022.
- 1.5 This contract consists of two licencing agreements, which are:
 - Microsoft Enterprise Subscription Agreement (ESA); the software and systems covered by this agreement are predominantly supporting desktop / laptop user applications. Annual value is circa £1,163,534.
 - Microsoft Service and Cloud Enrolment (SCE); the software and systems covered by this agreement are predominantly supporting database servers. Annual value circa £144,819.
- 1.6 Standard industry practice is for Microsoft licencing to run in 3-year cycles, starting in July, with the order for each year being placed by the end of the prior May. There follows a 'true-up' process to confirm licence usage and the transaction is finalised in July.
- 1.7 LCC's licencing level is reported by Serco Software Asset Management (SAM). The Council's corporate services contract with Serco ends in March 2024 and any future software reseller relationship needs to fit strategically with LCC's longer term software management requirements.
- 1.8 There are a number of procurement instruments which can be utilised for the provision of such software and services. For example, the CCS RM6194 'Back Office Software' framework agreement and CCS RM6068 Technical Products & Associated Services framework.
- 1.9 Pricing of Microsoft products procured via CCS Framework Agreements is controlled by a Government Memorandum of Understanding (MoU). The MoU was negotiated between Central Government and Microsoft resulting in discounted prices for public

sector organisations. Microsoft has therefore fixed the price of their licensed products which means there is little difference on price between resellers.

- 1.10 Due to increasing network access and security demands resulting from the significant shift to home working during the COVID pandemic LCC made the decision to migrate the ESA agreement from Microsoft 365 'E3' to Microsoft 365 'E5' to take advantage of enhanced network access, security and bundled applications.
- 1.11 The price-point for E5 is higher than E3 and to incentivise migration to the higher specification and make the transition less financially onerous upon the buyer, Microsoft provide a tapered discount over three years as part of a program known as RAMP (Rapid Modernisation Plan).
- 1.12 LCC agreed with Microsoft in 2020 to accept the RAMP pricing, however, the three-year term extends beyond the current reseller agreement by one year and so it is necessary to put in place a short-term contract to cover this period prior to procuring the next three-year licencing cycle.
- 1.13 The CCS RM6194 Back Office Software (BOS) allows the Council to do this via a direct award to the incumbent reseller which is preferred as it means there's no need to change supplier and relationships near to a licencing deadline. Doing so risks the licence ending during this transition period which could result in mass service outages and penalties.

2. Legal Issues:

Equality Act 2010

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

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

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

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

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.

- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

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

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

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

The requirements of the Equality Act have been considered not to have any implications for this decision.

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

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

The requirements of the JSNA and JHWS have been considered not to have any implications for this decision.

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 requirements of Section 17 of the Crime and Disorder Act 1998 have been considered not to have any implications for this decision.

3. Conclusion

Under the current circumstances and available timeframe, the pragmatic solution is procurement of a one year contract with the incumbent reseller via the CCS RM6194 Back Office Software framework (award via CCS eMarketplace catalogue), which offers a regulatory compliant route to market, continued commitment and benefit of the final year of the RAMP, and provides licencing cover whilst planning a strategically relevant procurement competition for next year in line with Microsoft's ESA pricing cycle.

4. Legal Comments:

The Council has the power to enter into the contract proposed.

The use of the recommended Framework is consistent with the Council's procurement obligations.

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

5. Resource Comments:

The expenditure arising from the proposed contract award is budgeted for in the Council's approved revenue budget. In contracting with the incumbent reseller, the remaining year of the existing tapered discount arrangement is secured and the level of risk remains unchanged.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The report will be considered by the Overview and Scrutiny Management Board on 28th April 2022. Any comments of the scrutiny committee will be provided to the decision-taker, prior to them making the decision.

d) Risks and Impact Analysis

See the body of the Report

7. Background Papers

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

This report was written by Andrew Webster, who can be contacted on 07880 420386 or andrew.webster@lincolnshire.gov.uk.



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

Report to:	Overview and Scrutiny Management Board
Date:	28 April 2022
Subject:	Overview and Scrutiny Annual Report 2021-22

Summary:

This report enables the Overview and Scrutiny Management Board to consider the draft Overview and Scrutiny Annual Report for 2021-22.

The annual report is considered in draft form by the Overview and Scrutiny Management Board before a final version is put before the annual meeting of the County Council for approval.

Actions Required:

The Overview and Scrutiny Management Board is invited to:

1. consider and comment on the draft Overview and Scrutiny Annual Report for 2021-22.
2. agree the submission of the Overview and Scrutiny Annual Report 2021-22, with or without amendment, to the annual meeting of the County Council on 20 May 2022 for final approval.

1. Background

Each year a report is prepared outlining the work of the Overview and Scrutiny function over the last year. This year the report focuses on the key achievements of Overview and Scrutiny for 2021-22.

The annual report is considered in draft form by the Overview and Scrutiny Management Board before a final version is put before the annual meeting of the County Council for approval.

2. Conclusion

The Overview and Scrutiny Annual Report for 2021-22 provides an opportunity to consider the work of the Overview and Scrutiny function over the past year. The Board is invited to agree the submission of the Overview and Scrutiny Annual Report 2021-22, with or without amendment, to the annual meeting of the County Council on 20 May 2022 for final approval.

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 Annual Report 2021-22

5. Background Papers

No background papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report.

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

Overview and Scrutiny Annual Report 2021-22



FOREWORD

I am delighted to present the Overview and Scrutiny Annual Report for 2021-22. The report looks at the key activities and successes for Overview and Scrutiny over the past year. The key aims of scrutiny work in the council are to:-

- provide healthy and constructive challenge
- give voice to public concerns
- support improvement in services
- provide an independent review.

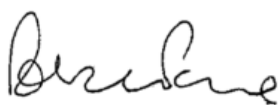
2021/22 has been the first full year of being able to hold face-to-face formal council meetings again, but we have still been embracing hybrid working by using Microsoft Teams for most of our informal meetings. There was a new cohort of councillors elected to the council in May 2021 and I am pleased to see that 92% of non-executive councillors have been engaged in overview and scrutiny during 2021-22, up from 78% in 2020-21.

During 2021/22, 54 formal scrutiny committee meetings were held, and 78% of all formal decisions were considered by a scrutiny committee prior to them being made, which is up from 65% last year. Key achievements where overview and scrutiny has made a significant contribution include:-

- supporting the new extra care housing developments;
- recommending changes to the Customer Strategy and accompanying action plan;
- advising on the development of the South Lincolnshire Food Enterprise Zone;
- appraising the impact and costings of the North Hykeham Relief Road highways scheme; and
- responding to the NHS consultation on the Lincolnshire Acute Services Review.

Looking forward, in 2022/23 we will see the outcomes of the current scrutiny reviews on Town Centre Improvements and Lincolnshire Agricultural Sector Support. Recommendations will be sent to the Executive on how these two important areas for Lincolnshire's economy can be supported further to develop and thrive.

Should you want to know more about our overview and scrutiny work then please feel free to get in touch using the contact details at the end of the report.

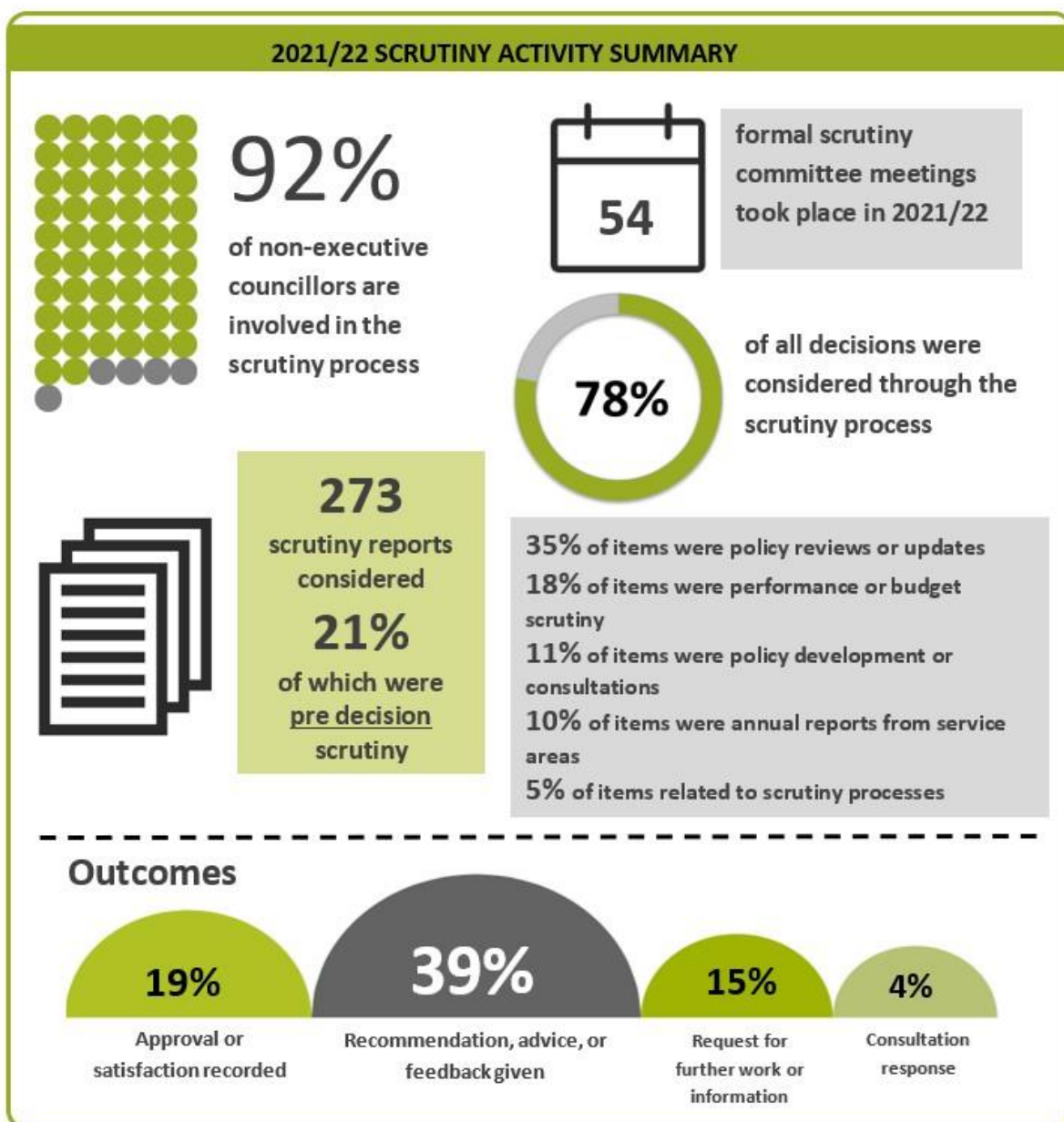


Councillor Robert Parker
Chairman, Overview and Scrutiny Management Board

INTRODUCTION TO OVERVIEW AND SCRUTINY

Overview and scrutiny is the process whereby non-executive members of the council examine the authority's functions and services, plus those of partner organisations. 2020 marked the 20th anniversary of the legislative changes that led to the establishment of the overview and scrutiny function in English and Welsh councils, a function of local authorities in which all non-Executive councillors are eligible to participate in. Joining them to scrutinise particular issues are parent governors, church representatives, councillors from the district councils and representatives from other local organisations.

Lincolnshire County Council has eight overview and scrutiny committees that consider new policies and strategies, existing policies to see how well they are working and performance information to check that the council is meeting the standards that have been set.



KEY OUTCOMES AND ACHIEVEMENTS

EXTRA CARE HOUSING

Adults and Community Wellbeing Scrutiny Committee

“That the recommendations to the Executive for the extra care housing scheme at Prebend Lane, Welton, be supported.” - October 2021

Residents in extra care housing can live in a home of their own and be connected to their local community. They can be supported to live independently and benefit from a personalised package of care and on-site support. Residents also have opportunities for social and community activities. In October 2021, the **Adults and Community Wellbeing Scrutiny Committee** welcomed a proposed extra care housing scheme in Welton, in partnership with LACE Housing Ltd, as part of programme of extra care developments across Lincolnshire.

In March 2022, De Wint Court in Lincoln, which was approved in July 2019, was opened, providing 50 one-bedroom and 20 two-bedroom apartments. In this case the county’s partners are the City of Lincoln Council and Homes England. De Wint Court has a wellbeing



suite, a restaurant, a hair and beauty salon and a communal garden. There is also a guest suite, which can be booked for visiting relatives. Residents’ changing needs can be accommodated with variations to their on-site care and support.

A further proposed extra care scheme at the Hoplands site in Sleaford, in partnership with North Kesteven District Council, was approved in February 2021.

The committee will continue to receive reports on extra care housing developments.

CHILDREN IN CARE TRANSFORMATION PROGRAMME

Children and Young People Scrutiny Committee

“That the Children and Young People Scrutiny Committee unanimously agreed to support the recommendations to the Executive Councillor for Children’s Services, Community Safety and Procurement for the use of £1.5m of allocated council capital funding from the Residential Children’s Home Capital Programme to invest in two new children’s homes in Lincolnshire” - November 2021

The Children in Care Transformation Programme has been developed in response to the impact of the Covid-19 pandemic on Children’s Services. It will provide additional resource and capacity to respond to the pressures on the placement marketplace and availability and cost of external placements. In addition, the availability of in-house foster placements has reduced, as carers have had to self-isolate or enquiries from prospective foster carers have not progressed further. The ambition of the Transformation Programme is to ensure that the right help is provided to the right children at the right time and for the right duration. In September 2021, the **Children and Young People Scrutiny Committee** supported the six workstreams identified in the Children in Care Transformation Programme to address these challenges.

The Residential Capital workstream is focussed on the creation of two or three new mainstream children’s homes. In November 2021, the committee welcomed the proposal for two new additional children’s homes as part of the first stage for increasing in-county placements and was pleased to hear that a third new children’s home could be developed in the future. The two new children’s homes in Lincoln and East Lindsey would provide additional capacity to place children in care within Lincolnshire and deliver a forecasted annual saving of £561,000 by reducing the number of out-of-county placements. The committee also supported the proposal for the provision of a new children’s home in Lincoln through the relocation of existing short break services from Strut House at St Catherine’s to refurbished residential accommodation at St Francis Special School, and the alteration of Strut House to form a new four-bed children’s home for children aged 6 to 12. The Lincoln children’s home is planned to be open from September 2022, with the second home opening from September 2023.

The committee is looking forward to receiving a future report on the provision of a second new children’s home in East Lindsey and will continue to monitor the work being undertaken as part of the Children in Care Transformation Programme.

SOUTH LINCOLNSHIRE FOOD ENTERPRISE ZONE

Environment and Economy Scrutiny Committee

"That the recommendations to the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) and the Executive Councillor for Economic Development, Environment and Planning for the construction of a managed workspace building (the Hub) be supported." – July 2021

The South Lincolnshire Food Enterprise Zone offers the opportunity for a high-quality business environment to be developed, where the continued growth of the Agri-tech sector in South Lincolnshire will be fostered. The scheme already includes the University of Lincoln's Food Centre of Excellence building where there is a high level of interest in the development plots being offered as part of phase one. This links closely to the infrastructure works which includes highways improvements on the A17 and A151. Within this scheme, the construction of a Hub building will help to unlock large scale economic growth in the rural area of Holbeach and across southeast Lincolnshire by providing new purpose-built office and workshop space for new, start-up businesses and small enterprises. This will create a sustainable and suitable environment for those businesses to become well established. In addition, it is expected to create business growth opportunities for the supply chain of the agricultural sector located in South Holland and the wider region.

The Environment and Economy Scrutiny

Committee unanimously supported the construction of a managed workspace building on the council owned Plot 12 of the South Lincolnshire food enterprise zone and hoped that the new development would



The new Hub building at the South Lincolnshire Food Enterprise Zone

encourage greater use of the port of Boston stimulating further business and economic activity in that area as well.

The committee also referred to key environmental features such as biodiversity and renewable energy beyond the minimum statutory requirements for the development. It welcomed the opportunity to look at alternative power solutions which may be more environmentally friendly as part of phase two and gaining further access to a greater parcel of land.

The committee will continue to monitor the development of the South Lincolnshire Food Enterprise Zone.

LOCAL FLOOD INCIDENT MANAGEMENT - DRAFT MEMORANDUM OF UNDERSTANDING BETWEEN LINCOLNSHIRE COUNTY COUNCIL AND DISTRICT COUNCILS

Flood and Water Management Scrutiny Committee

"That the Local Flood Incident Management - draft Memorandum of Understanding between LCC and district councils be received." – February 2022



In 2021 Lincolnshire County Council and its partners had put in place new arrangements to help manage the impacts of flooding events which had local impact but may not have reached the broader trigger thresholds that caused larger scale and well-rehearsed multi-agency emergency response to be put into operation. A Memorandum of

Understanding was drafted as part of this process and shared with district councils. This aimed to clarify and describe the resources and responsibilities of partner authorities in the event of a localised incident where wider multi-agency arrangements are not triggered; outlined processes and procedures in this event, including the enhanced communication and liaison arrangements put in place during 2021; and showed how these arrangements fit into the broader multi-agency plans that are already well-rehearsed and practiced. This Memorandum of Understanding incorporated comments and suggestions for amendments offered by district councils.

The **Flood and Water Management Scrutiny Committee** was pleased to receive this report which gave greater clarity in relation to emergency responses and financial responsibility amongst partners. Furthermore, the committee received assurance that a robust plan was being developed to ensure effective communication to the public.

The committee will assess how well these new arrangements have worked if triggered by a future flooding event.

LINCOLNSHIRE ACUTE SERVICES REVIEW

Health Scrutiny Committee for Lincolnshire

"That the committee's final response to the consultation on the Lincolnshire Acute Services Review be unanimously approved." - January 2022

The **Health Scrutiny Committee for Lincolnshire** responded to the local NHS's public consultation on proposals for four hospital-based services:

- (1) creating integrated community and acute beds in place of the existing acute beds at Grantham and District Hospital;
- (2) the replacement of the accident and emergency department at Grantham and District Hospital with an urgent treatment centre;
- (3) establishing a centre of excellence for hyper-acute and acute stroke services at Lincoln County Hospital; and
- (4) establishing a centre of excellence for planned orthopaedic surgery at Grantham and District Hospital, with only unplanned and complex surgery at Lincoln County Hospital and Pilgrim Hospital, Boston.

All four proposals, part of the Lincolnshire acute services review, were considered by the committee between October and December 2021 and by a working group in January 2022. The committee accepted the arguments in the pre-consultation business case on the need for change in each case and the committee also supported proposal (1). However, the committee was not convinced that proposals (2), (3) and (4) were right for the people of Lincolnshire. The reasons for the committee's conclusions included concerns on travel and transport; the recruitment and retention of staff; and impacts on neighbouring health systems.



Lincoln County Hospital

The committee is expecting Lincolnshire Clinical Commissioning Group to make decisions on the future of these services on 27 April 2022 and these decisions will be reviewed by the committee.

NORTH HYKEHAM RELIEF ROAD

Highways and Transport Scrutiny Committee

"That the Highways and Transport Scrutiny Committee records its unanimous support for the recommendations to the Executive to deliver the North Hykeham Relief Road scheme." – March 2022

The North Hykeham Relief Road, previously known as the Lincoln Southern Bypass, is the last major highway scheme contained within the Lincoln Integrated Transport Strategy and also the last element of a complete ring road around the greater Lincoln urban area comprising both Lincoln and North Hykeham.



Plans for North Hykeham Relief Road

The ring road comprises four sections of carriageway: the Lincoln Western Relief

Road, the Lincoln Northern Relief Road, the Lincoln Eastern Bypass, and the North Hykeham Relief Road, and also forms part of the Lincolnshire Coastal Highway. The North Hykeham Relief Road has been a long-term aspiration of the county and district councils, and the principle of a relief road has been developed as part of several strategies and policy plans covering the Lincoln area for many years. The committee was consulted on the recommendations made that enabled the pre-construction stages to be implemented in a controlled manner.

The **Highways and Transport Scrutiny Committee** unanimously supported the recommended actions to be implemented, which included approval to award Balfour Beatty, under the SCAPE Framework, a two-stage design and build contract for the delivery of the North Hykeham Relief Road. The committee requested more information around the impact of high inflation rates on costings and was satisfied that any cost overrun would be factored in through other various forms of funding and bids that could be explored. The committee was pleased to see that the North Hykeham Relief Road would be a dual carriageway, with cycling provisions which would be of great benefit to residents and those travelling through the area. Nevertheless, the committee requested assurances around having a robust communication strategy that ensured residents and landowners remained informed at all stages and that road closures would be communicated promptly. After raising points around heritage value and archaeological screening of the area, the committee was pleased to hear that early indicators suggested that although there will be finds, they are unlikely to be as significant as those found at the Lincoln Eastern Bypass and the team is working closely with the Heritage Team for the duration of the works.

The committee will monitor the delivery of the North Hykeham Relief Road through the quarterly performance reporting on major highways schemes.

CUSTOMER STRATEGY

Overview and Scrutiny Management Board

“That the Board support the recommendations to the Leader of the Council to approve the adoption of the Customer Strategy 2021-2024” – August 2021

The Customer Strategy has been created to support the achievement of the Corporate Plan ambition to provide good value council services. The strategy and supporting action plan seek to engage, listen, and respond to the council’s customers and involve them in designing the council’s processes and services to better meet their current and future needs.

The **Overview and Scrutiny Management Board** welcomed the strategy which was aimed at the council’s customers and was pleased with the style of the strategy due to being a well laid out and easy to read document. The Board recommended that the photographs included in the strategy should be relooked at to ensure that they



reflected the diverse nature of Lincolnshire's communities, and new graphics were subsequently requested based on this feedback for including in the strategy.

The Board also recommended that the wording in the action plan should be relooked at as it was too corporate in the language used in some places for a public facing document. The Board was pleased to hear that the action plan will continue to be refined and developed as the strategy is implemented, and this feedback would be taken into account as part of this process.

The implementation of the Customer Strategy is one of the current projects being delivered through the council’s transformation programme. This project is working to achieve the council’s vision of delivering strong, joined up services that are designed to ensure the council is able to meet its customers’ current and future needs. The Board is regularly monitoring the progress and outcomes from the council’s transformation programme and the implementation of the Customer Strategy will continue to be reviewed by the Board through these progress updates.

ADOPTION AND PUBLICATION OF THE DOMESTIC ABUSE STRATEGY 2021-2024

Protection and Communities Scrutiny Committee

"That the Public Protection and Communities Scrutiny Committee unanimously support the recommendation to the Executive Councillor for Children's Services, Community Safety and Procurement to approve the Domestic Abuse Strategy 2021-2024." – December 2021

The Domestic Abuse Bill received royal assent on 29 April 2021 as the Domestic Abuse Act 2021, creating new statutory duties for tier one local authorities from 1 April 2021. The Act introduced a number of changes including a legal definition of 'domestic abuse' that recognised children as victims in their own right; a Domestic Abuse Commissioner to stand up for survivors and life-saving domestic abuse services; and a legal duty on councils to fund support for survivors in 'safe accommodation'. In addition, through the Domestic Abuse Act 2021, funding was allocated to all tier one and tier two local authorities in order to ensure local areas could respond to the new duties in relation to accommodation-based services. Lincolnshire County Council was allocated £1.4 million for 2021/22 and each district council was also allocated slightly different amounts in the region of £32,000.

The **Public Protection and Communities Scrutiny Committee** unanimously supported the approval of the Domestic Abuse Strategy and its publication by January 2022. The strategy summarises the national and local context in relation to domestic abuse, sets out the shared ambition and key priorities for the Lincolnshire Domestic Abuse Partnership in tackling domestic abuse, and outlines the key areas of action over the next three years, including the new statutory duties in relation to accommodation-based services.

The committee was pleased to see that reporting of domestic abuse and data collection were featured in the strategy and that there was acknowledgement that people who have disabilities, both physical and otherwise, are at risk of domestic abuse. The committee welcomed the support structures in place for staff working in this particular area, including mental health support, and was pleased to hear that the commissioned service offered one-to-one provision and regular supervision not only in relation to workload but also in regard to their emotional and well-being needs.

The committee will continue to review the work being undertaken to tackle domestic abuse and will be consulted on the recommissioning of the domestic abuse services in September 2022.

OTHER SUCCESSES

FOSTERING PERMANENCE

Corporate Parenting Panel

"That the report be accepted as an accurate overview of the in-house matching activity of the service in relation to efforts made to secure permanence for Children in Care." – March 2022

Fostering Permanence seeks to ensure that every Child in Care has a long-term plan which prepares them for leaving care and entering adulthood. There are a range of options for permanence, inside and outside of the care system. All these seek to deliver good outcomes, giving children security, continuity, commitment, identity and belonging to ensure future positive life chances. Permanence options for children include returning home to their families; living with kinship (family/friends and connected persons) carers, including special guardians; living with adoptive families; living with long-term foster carers; or living in residential care.

The **Corporate Parenting Panel** was pleased to hear that Lincolnshire remained focussed on meeting the needs of all Children in Care and supporting them to have long term stability and reach their full potential. In-house matching activities is aimed at bringing together the opportunity for those that know the children to present a profile of them, which has been developed using the Valuing Care approach. This looks to achieve the optimum 'match' between children and carers, which often depends on the 'chemistry' between them and on the latter's understanding of the experiences of each child and their unique traits, needs and characteristics.

The Panel also welcomed the detailed reference to the story of "Ellie" and her journey through Lincolnshire's foster care service, acknowledging that many Children in Care have experienced childhood trauma prior to entering the service. The Panel welcomed every opportunity to promote and encourage permanence and stability through long-term foster placement and other means that were best achieved by matching children with their future foster families.

The Panel is looking forward to receiving further updates on the work being undertaken to achieve permanence and stability for Lincolnshire's Children in Care.

SCRUTINY REVIEW PANELS

The council has two scrutiny panels to undertake reviews that focus on a particular issue and consider it in greater detail than is possible at committee. These reviews will typically last around six months and will include a mixture of interviews with relevant council officers, research of best practice elsewhere, meetings with service users and community groups, and consultation with wider parts of the community. These reviews culminate in a final report with recommendations which are then presented to a meeting of the council's Executive.

In 2021 the Overview and Scrutiny Management Board requested each scrutiny committee propose topics for in-depth reviews to be carried out in the new council term. The scrutiny committees put their individual proposals forward and following detailed examination of the priority level of each, it was agreed that the initial reviews allocated to Scrutiny Panels A and B were Town Centre Improvements and Lincolnshire Agricultural Sector Support.

TOWN CENTRE IMPROVEMENTS

Scrutiny Panel A

“High streets can be lively, dynamic, exciting and social places that give a sense of belonging and trust to a community” (The Portas Review, 2011)

The purpose of this review is to consider how Lincolnshire County Council could develop its leadership and support Lincolnshire's town centres and high streets to maximise existing opportunities, to achieve economic sustainability, to recover from the pandemic and to help stimulate a visitor economy as well as to support job creation in town centres.

Scrutiny Panel A was established in December 2021 and commenced the Town Centre Improvements Review in January 2022. To date the Panel has received evidence from officers, external partners and key stakeholders in relation to:

- the role and impact of the council in the town areas
- placemaking and identifying community assets - barriers and opportunities for our high streets
- Lincolnshire Extensive Urban Survey - how we are building an understanding of how our towns have developed
- Traffic Regulation Orders – a picture across Lincolnshire
- policy updates in relation to the Levelling Up White Paper.

The review is due to be completed in January 2023.

LINCOLNSHIRE AGRICULTURAL SECTOR SUPPORT

Scrutiny Panel B

“Our landmark Agriculture Act will transform the way we support farmers.” (George Eustice, Environment Secretary, 2020)

The purpose of this review is to closely examine the impact of the introduction of the Agriculture Act 2020 on Lincolnshire farmers. It relates to new approaches to farm payments and land management, producing “public goods” and improving fairness in the agricultural supply chain and on the operation of agricultural markets; to



examine and review what skills and training provision is required for agricultural businesses, as well as to seek ways to disseminate best practice amongst these; to consider ways of supporting/encouraging farms ‘Going Green’ (i.e., incentives for environmental improvements, reducing CO² emissions etc.) in line with the Lincolnshire Green Masterplan; and to examine ways of developing support to meet the unmet needs of the agricultural sector in Lincolnshire, including mental health and any hardships arising from the Covid-19 pandemic and the EU Transition.

The review seeks to consider how Lincolnshire County Council could develop its leadership and support to the agricultural sector in Lincolnshire.

Scrutiny Panel B was established in December 2021 and commenced the Lincolnshire Agricultural Sector Support Review in January 2022. To date the Panel has received evidence from officers, external partners and key stakeholders in relation to:

- broadband coverage across rural areas
- farm sector types (e.g., dairy, livestock, arable and vegetable/fruit growing etc.) and number of holdings
- county farm estates.

The review is due to be completed in January 2023.

CONTACT US

If you have any questions regarding the overview and scrutiny process, or any of the work we have undertaken then please get in touch with one of the officers listed below.

Nigel West

Head of Democratic Services and Statutory Scrutiny Officer

01522 552840 or 07880 500844

nigel.west@lincolnshire.gov.uk

Tracy Johnson

Senior Scrutiny Officer

07552 253814

tracy.johnson@lincolnshire.gov.uk

- Overview and Scrutiny Management Board
- Children and Young People Scrutiny Committee

Simon Evans

Health Scrutiny Officer

07717 868930

simon.evans@lincolnshire.gov.uk

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

Kiara Chatziioannou

Scrutiny Officer

07500 571868

kiara.chatziioannou@lincolnshire.gov.uk

- Environment and Economy Scrutiny Committee
- Flood and Water Management Scrutiny Committee
- Highways and Transport Scrutiny Committee
- Public Protection and Communities Scrutiny Committee
- Corporate Parenting Panel

Or write to us at The Scrutiny Team, Lincolnshire County Council, Room 5, County Offices, Lincoln, LN1 1YL

Email: Scrutiny@lincolnshire.gov.uk

This page is intentionally left blank

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

Report to:	Overview and Scrutiny Management Board
Date:	28 April 2022
Subject:	Scrutiny Committee Work Programmes: - <ul style="list-style-type: none">• Children and Young People Scrutiny Committee• Public Protection and Communities Scrutiny Committee

Summary:

As set out in the Council's constitution, a key role for this Board is monitoring the future 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 Children and Young People Scrutiny Committee and the Public Protection and Communities Scrutiny Committee and includes information on activity since 27 January 2022, 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 27 January 2022 by:
 - (a) the Children and Young People Scrutiny Committee; and
 - (b) the Public Protection and Communities Scrutiny Committee.

- (2) The Board is requested to determine whether it is satisfied with the planned work programme of:
 - (a) the Children and Young People Scrutiny Committee; and
 - (b) the Public Protection and Communities Scrutiny Committee.

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.

Children and Young People Scrutiny Committee and Public Protection and Communities Scrutiny Committee

Since 27 January 2022, when a report was last submitted, the Children and Young People Scrutiny Committee has met on 4 March 2022 and is due to meet on 22 April 2022. The Public Protection and Communities Scrutiny Committee has met on 8 March 2022 and is due to meet on 19 April 2022. The key activities since January 2022 and the planned work programme of each committee 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 Children and Young People Scrutiny Committee, and the Public Protection and Communities Scrutiny Committee.

3. Appendices – These are listed below: -

Appendix A	Children and Young People Scrutiny Committee – Activity and Planned Work
Appendix B	Public Protection and Communities Scrutiny Committee – 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 Tracy Johnson, Senior Scrutiny Officer, who can be contacted on 07552 253814, or via tracy.johnson@lincolnshire.gov.uk and Kiara Chatziioannou, Scrutiny Officer, who can be contacted on 07500 571868, or via kiara.chatziioannou@lincolnshire.gov.uk.

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

ACTIVITY REPORT

Since its last report to the Board, the Committee has met on 4 March 2022 with a second meeting due on 22 April 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=124>

Set out below is a summary of the outcomes since the last update in January 2022:

4 March 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
Single Section 75 Agreement for Children and Young People's Mental Health Services and Council Funding	The Committee supported the proposal for the establishment of a new single Section 75 commissioning arrangement for children and young people's mental health services from September 2022. The new single agreement for Child and Adolescent Mental Health Services (CAMHS) and Healthy Minds Lincolnshire would enable better use of resources and a more streamlined approach. The Executive approved the proposal on 5 April 2022.
Schools' Standards and Recovery	The Committee reviewed the educational standards within the sector led system and was satisfied with the recovery response and actions being undertaken in Lincolnshire's early year settings and schools following the Covid-19 pandemic. The Committee requested further information on the educational attainment of children with special educational needs and disabilities (SEND), boys versus girls attainment levels, recruitment and retention of teaching staff in areas of deprivation, and an analysis of any correlation between deprivation and educational attainment. A report on Educational Attainment in Lincolnshire Schools has been added to the agenda for 22 July 2022.

4 March 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
Service Level Performance against the Corporate Performance Framework – Quarter 3	<p>As part of its consideration, the Committee explored:</p> <ul style="list-style-type: none"> • the Children in Care figures and the work being undertaken to raise the aspirations of children and young people in care. • Unaccompanied Asylum Seeking Children from Afghanistan and Ukraine and the support being provided to these children.
Sustainable Modes of Transport to School (SMOTS) Action Plan Update	<p>The Committee received assurance on the progress made so far against the SMOTS action plan. As part of its consideration, the Committee explored:</p> <ul style="list-style-type: none"> • School Safety Zones and requested further information on their enforcement. • Engagement with parents and carers to create sustainable transport schemes to reduce car usage. • The discretionary Post 16 Transport policy which requested a £570 contribution and the total expenditure to provide post 16 transport. • School crossing patrol sites which were prescribed based on assessments of safety outcomes and the most economically viable solution. • Transport for children in care.

22 April 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
Lincolnshire Safeguarding Children Partnership (LSCP) Annual Update	To be advised.
Holiday Activities and Food (HAF) Programme <i>Pre-Decision Scrutiny (Executive decision on 4 May 2022)</i>	To be advised.
Proposal to expand The Fourfields Church of England School, Sutterton (Final Decision) <i>Pre-Decision Scrutiny (Executive Councillor decision 29 April 2022)</i>	To be advised.

22 April 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
Welton Developer Contributions (EXEMPT) <i>Pre-Decision Scrutiny (Executive Councillor decision between 25 April 2022 and 3 May 2022)</i>	To be advised.

PLANNED WORK

Set out below are the items planned for future meetings of the Committee, up to December 2022.

17 June 2022		
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
Family Hub Feasibility Study – decision to progress to development stage	Tara Jones, Head of Service – Children in Care Transformation	This item is for pre-decision scrutiny prior to an Executive decision on 5 July 2022.
Recommissioning of Best Start Lincolnshire Services	Sara Gregory, Commissioning Manager – Children’s Strategic Commissioning	This item is for pre-decision scrutiny prior to an Executive decision on 5 July 2022.
Overview of the SEND Green Paper	Sheridan Dodsworth, Head of SEND	This item will set out what is being consulted on and the potential proposals in the SEND Green Paper published on 29 March 2022.
SEND Learning Platform	Sheridan Dodsworth, Head of SEND	This item enables the Committee to consider the progress of the SEND Learning Platform.
The Lincolnshire Secure Children’s Home- New Build (EXEMPT)	Tara Jones, Head of Service – Children in Care Transformation Matthew Stapleton, Senior Project Manager, Corporate Property	This item is for pre-decision scrutiny prior to an Executive decision on 5 July 2022.

22 July 2022		
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
Louth Children's Residential Home (TBC)	Wendy Lanes, Project Manager - Corporate Property	Pre-Decision Scrutiny (Executive Councillor decision TBC)
Overview of the Education White Paper	Matt Spoons, Head of Service – School Standards	This item will set out the intentions of the Education White Paper published on 28 March 2022.
Educational Attainment in Lincolnshire Schools	Matt Spoons, Head of Service – School Standards	This item was requested after consideration of the School Standards and Recovery report on 4 March 2022.
Education Investment Areas	Martin Smith, Assistant Director – Education	Lincolnshire has been identified as one of the 55 Education Investment Areas to improve education for disadvantaged children and young people. The county will receive targeted support including priority for new specialist sixth-form free schools, help for schools to retain the best teachers in high-priority subjects, and access to a new pilot programme to improve pupil attendance. This item will provide an overview of Education Investment Areas and what it will mean for Lincolnshire.
Service Level Performance against the Corporate Performance Framework – Quarter 4	Jo Kavanagh, Assistant Director – Early Help	This is the quarterly performance report.

09 September 2022		
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
Children In Care and Care Leavers Strategy	Andrew Morris, Corporate Parenting Manager	This item is for pre-decision scrutiny prior to an Executive decision on 4 October 2022.
Service Level Performance Reporting against the Performance Framework 2022/23 – Quarter 1	Jo Kavanagh, Assistant Director – Early Help	This is the quarterly performance report.
The expansion of St Lawrence School, Horncastle (EXEMPT)	Dave Pennington, Head of Property Development	This item is for pre-decision scrutiny prior to a Leader decision between 14 - 21 September 2022.

21 October 2022		
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
Recommissioning of Children with Disabilities services	Rosemary Akrill, Senior Commissioning Officer	This item is for pre-decision scrutiny prior to an Executive decision on 1 November 2022.
Update on the Building Communities of Specialist Provision Strategy	Sheridan Dodsworth, Head of Special Educational Needs and Disability Eileen McMorrow, Programme Manager, Special Schools Strategy Dave Pennington, Head of Property Development	This is the yearly update and will consider the progress made in Year 4 of implementation of the Strategy to enable all special schools to cater for all needs.
Children's Services Annual Statutory Complaints Report 2021-22	Jo Kavanagh, Assistant Director - Early Help	This is the yearly update on the complaints received in relation to children's social care.

2 December 2022		
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
Joint Diversionary Panel – Update against Recommendations from University of Lincoln Evaluation	Andy Cook, Service Manager - Future4Me/ Youth Offending Chief Inspector Daryl Pearce, Lincolnshire Police Tony Pryce, JDP Coordinator	The key findings of the evaluation undertaken by the University of Lincoln of the Joint Diversionary Panel was presented in November 2021 and this item will provide an update on the progress made against the recommendations.
Service Level Performance Reporting against the Performance Framework 2022/23 – Quarter 2	Jo Kavanagh, Assistant Director – Early Help	This is the quarterly performance report.

Potential Items to be scheduled

- Response to the removal of the Local Authorities School Improvement Monitoring and Brokering Grant
- Home to Education Transport Transformation Update
- Review of Children and Young People Mental Health Services
- Water Fluoridation in Lincolnshire
- High Needs Transformation Programme – Update

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE

ACTIVITY

Since its last report to the Board, the Committee has met on 8 March 2022 with a second meeting due on 19 April 2022. Full detail on these items is available on the County Council's website:

<https://lincolnshire.moderngov.co.uk/ieListMeetings.aspx?Committeeld=551>

Set out below is a summary of the outcomes since the last update in January 2022:

8 MARCH 2022		
<i>Item</i>		<i>Summary of Outcomes</i>
1	Service Level Performance Reporting against the Performance Framework 2021-2022 – Quarter 3	<p>As part of its consideration, the Committee explored:</p> <ul style="list-style-type: none"> • Secondary fires in skips/refuse containers. • Deliberate Secondary Fires target not being met (affected by summer period and increase in activity in open spaces). • Reduction in the number of “chip pan” fires. • Sufficiency of recourse to deal with fire fatalities. • Positive impact of the Library service website and of mobile libraries in rural communities. • Avian flu update. • Lithium batteries in toys and safety concerns. • Appropriate labelling of imported goods sold in shops. • Ukrainian crisis - support to refugees.
2	Lincolnshire Road Safety Partnership (LRSP) Annual Report	The Committee received the annual report and expressed satisfaction with the work carried out by the LRSP to reduce incidents (both injuries and fatalities) on county roads.
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
3	Annual Review of Prevent	The Committee received the annual report which consisted of updates on terrorism threat in the UK, Lincolnshire Prevent, the Channel Panel, multi-agency working to protect those identified as vulnerable and wider community engagement. The Committee

8 MARCH 2022

	commended officers on their work carried out to support a wide range of projects.
--	---

19 APRIL 2022

<i>Item</i>		<i>Summary of Outcomes</i>
1	Animal Health and Welfare Enforcement within Trading Standards- Update Report	To be advised.
2	Future Supports to Volunteers	To be advised.
3	Lincs FRS HMICFRS inspection outcomes	To be advised.
4	Refugees Crisis- Update	To be advised.

PLANNED WORK

Set out below are the items planned for future meetings of the Committee, up to December 2022.

31 MAY 2022

<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1	Celebratory Services - Annual Report	James Chapple, Head of Registration and Coroners Services	This is an annual report of the Celebratory Services.
2	Citizen's Advice - Update Report	Monica Stark, Chair CA Lincs Jenny Barnett, CEO CA Lincs	This is an annual report summarising Citizen's Advice support across the county.
3	Cyber fraud - Impact on Vulnerable Individuals during the Pandemic	Martyn Parker, Assistant Director - Public Protection	The Committee will receive a report in relation to cyber fraud levels and impact during the pandemic.

19 JULY 2022			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1	Service Level Performance Reporting against the Performance Framework 2021-2022 – Quarter 4	Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, LRSP Senior Manager	This is the quarterly performance report.
2	Integrated Risk Management Plan 2020-2024 – Yearly Update	Mark Baxter, Chief Fire Officer	This is an annual update in relation to planning process and frameworks.
3	Fire and Rescue Service (FRS) Attendance at Flooding Incidents – Annual Report on Performance	Mark Baxter, Chief Fire Officer	This is a report on the levels and types of flooding activity/incidents attended by the FRS.
4	Libraries Year 6 Update (2021-22)- Progress and Developments	Louise Egan, Library and Heritage Client Lead	This is an update on the Library Services Contract for Year 6.
5	Coroners Service Update Report (TBC)	Paul Smith, Senior Coroner for Lincolnshire	This report will include updates on the appointments of a Head of Service and Coroners Services Manager, an update on the potential Merger with NE Lincs Service and any further challenges faced due to the pandemic.

20 SEPTEMBER 2022			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1	Service Level Performance Reporting against the Performance Framework 2022-2023 – Quarter 1	Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities	This is the quarterly performance report.

20 SEPTEMBER 2022			
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>	
	Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, LRSP Senior Manager		
2	Re-Commissioning of Domestic Abuse Services [Pre-decision Scrutiny]	Carl Miller, Commercial and Procurement Manager	The views of the Committee will be sought ahead of the item being considered by the Executive for a decision on 4 October 2022.
3	Serious and Organised Crime – Fraud and Modern-Day Slavery	TBC	This is an annual report.

8 NOVEMBER 2022			
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>	
1	Community Hub Year 6 Update (2021-22)	Louise Egan, Library and Heritage Client Lead	This is an annual report of the Community Hub programme.

13 DECEMBER 2022			
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>	
1	Service Level Performance Reporting against the Performance Framework 2022-2023 – Quarter 2	Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, LRSP Senior Manager	This is the quarterly performance report.
2	Fire and Rescue Statement of Assurance 2021-22	Mark Baxter, Chief Fire Officer	This is an annual report from the Fire and Rescue Service.

Potential Items to be Scheduled

- Safer Together Update
- Community Trigger Strategy
- Anti-social Behaviour
- Sources of intelligence used by Trading Standards



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

Report to:	Overview and Scrutiny Management Board
Date:	28 April 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)

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.	Award to reseller for provision of Microsoft Subscription Agreement and related services	Paul Elverstone, ICT Contracts and Licensing Officer Andrew Webster, Commercial and Procurement Officer - IT Category	Pre-Decision Scrutiny (Executive Decision on 4 May 2022)
4.	Overview and Scrutiny Annual Report 2021-22	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	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

26 May 2022			
Item		Contributor	Purpose
1.	Options for the Future Delivery of HR Admin, Payroll, Exchequer, ASC Finance and the Customer Service Centre	Sophie Reeve, Assistant Director – Commercial	Pre-Decision Scrutiny (Executive decision on 7 June 2022)
2.	Integrated Care Partnership (TBC)	Michelle Andrews, Assistant Director - ICS	Pre-Decision Scrutiny (Executive Decision on 5 July 2022)
3.	Reprocurement of the Temporary Agency Staffing Contract	Leanne Fotherby, Senior Commercial and Procurement Officer Clare Vickers, Talent, Resourcing and Learning Manager	Pre-Decision Scrutiny (Executive Decision on 7 June 2022)
4.	Developer Contributions Scrutiny Review – Second Monitoring Update of Action Plan	Justin Brown, Assistant Director – Growth Warren Peppard, Head of Development Management	Scrutiny Review Activity
5.	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
6.	People Management Update - Quarter 4	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny

26 May 2022		
Item	Contributor	Purpose
<p>7. 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

30 June 2022		
Item	Contributor	Purpose
1. Corporate Plan Success Framework 2021/22 – Quarter 4	<p>Caroline Jackson, Head of Corporate Performance</p> <p>Jasmine Sodhi, Performance and Equalities Manager</p>	Pre-Decision Scrutiny (Executive decision on 5 July 2022)
2. Insurance Strategy	Mandy Knowlton-Rayner, Insurance and Risk Lead	Pre-Decision Scrutiny (Leader Decision between 11 and 15 July 2022)
3. Establishment of the Legal Services Company – Progress Report	David Coleman, Chief Legal Officer	Performance Scrutiny
4. Procurement of LCC Telephony System	Lucy Robertson, Senior Project Officer	Pre-Decision Scrutiny (Executive decision on 5 July 2022)

30 June 2022		
Item	Contributor	Purpose
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.	Review of Financial Performance 2021/22 Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 5 July 2022)
7.	Treasury Management Annual Report 2021/22 Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Performance Scrutiny
8.	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 (<i>with focussed overview on the Children in Care project</i>)	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. 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. 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. 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

Items to be programmed:

- Insurance Tender (Pre-Decision Scrutiny) – March 2023

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 03 MAY 2022

PUBLISH DATE 4 APRIL 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
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
I026022 New!	Award to reseller for provision of Microsoft Subscription Agreement and related services	Open	Executive 4 May 2022	Overview and Scrutiny Management Board	Reports	Assistant Director - IMT and Enterprise Architect E-mail: john.wickens@lincolnshire.gov.uk	All Divisions
I025179	Options for the Future Delivery of IMT Services	Open	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
I026109 New!	Household Waste Recycling Centre Operational Contract Procurement	Open	Executive Councillor: Waste and Trading Standards Between 30 May 2022 and 6 Jun 2022	Environment and Economy Scrutiny Committee	Reports	Head of Waste E-mail: mike.reed@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	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
I025180	Options for the Future Delivery of HR Admin, Payroll, Exchequer, ASC Finance and the Customer Service Centre (CSC)	Open	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
I026119 New!	Procurement of LCC Telephony System	Open	Executive 5 Jul 2022	Executive Councillor for Highways, Transport and IT, Executive Director – Resources, CLT, Informal Executive, Overview and Scrutiny Management Board	Reports	Assistant Director - IMT and Enterprise Architect e-mail: john.wickens@lincolnshire.gov.uk	N/A
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
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

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
I026118 New!	The Lincolnshire Secure Children's Home - New Build	Exempt	Executive 5 Jul 2022	DLT/Executive DLT/Children and Young People Scrutiny Committee	Reports	Head of Service - Children in Care Transformation E-mail: tara.jones@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
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	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

This page is intentionally left blank