



County Offices
Newland
Lincoln
LN1 1YL

19 October 2022

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 27 October 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 'DBarnes'.

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, M Brookes, I D Carrington, P M Dilks, R J Kendrick, C S Macey, C E H Marfleet, N H Pepper and E W Strengiel

Added Members

Church Representative: Vacancy

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

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA
THURSDAY, 27 OCTOBER 2022**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Interest	
3	Minutes of the meeting held on 29 September 2022	5 - 14
4	Announcements by the Chairman, Executive Councillors and Chief Officers	
5	Consideration of Call-Ins	
6	Consideration of Councillor Calls for Action	
7	<i>Transformation Programme Update</i> <i>(To receive a report by Jane Maddison, Interim Transformation Programme Manager and Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance, which provides the Board with an update on the Transformation Programme, including a focussed overview of the Children in Care transformation project. A presentation on the Children in Care transformation project will be provided at the meeting)</i>	15 - 42
8	Performance of the Corporate Support Services Contract <i>(To receive a report by Arnd Hobohm, Serco Contract Manager, which provides an update against contractual Key Performance Indicators specified in the Corporate Support Services Contract)</i>	43 - 50
9	Health and Safety Annual Report 2021-22 <i>(To receive a report by Fraser Shooter, Health and Safety Team Leader, which provides an overview of key achievements, activities and statistics across all Directorates related to Lincolnshire County Council's (LCC) compliance and implementation of Health and Safety legislation and its statutory duties)</i>	51 - 68
10	Scrutiny Committee Work Programmes <i>(To receive a report which sets out the work programmes of the Environment and Economy Scrutiny Committee and the Highways and Transport Scrutiny Committee in accordance with the Board's agreed programme)</i>	69 - 84

ITEMS FOR INFORMATION ONLY

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

85 - 98

Democratic Services Officer Contact Details

Name: **Emily Wilcox**

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

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

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing [Agenda for Overview and Scrutiny Management Board on Thursday, 27th October, 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
29 SEPTEMBER 2022**

PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)

Councillors T J N Smith (Vice-Chairman), M Brookes, P M Dilks, R J Kendrick, C S Macey, C E H Marfleet, N H Pepper and R A Wright

Added Members

Councillors M J Hill OBE (Leader of the Council and Executive Councillor for Resources, Communications and Commissioning), M A Whittington (Resources, Communications and Commissioning) and Mrs S Woolley (NHS Liaison, Community Engagement, Registration and Coroners) attended the meeting via Microsoft Teams

Officers in attendance:-

Nicola Calver (Member Services Manager), Kiara Chatziioannou (Scrutiny Officer), Andrew Crookham (Executive Director Resources), Paul Elverstone (Lead IT Contract & Vendor Relationship Officer), Donna Fryer (Head of Portfolio and Resources, IMT), Tracy Johnson (Senior Scrutiny Officer), Mandy Knowlton-Rayner (Insurance and Risk Lead), Sue Maycock (Strategic Finance Lead (Technical)), Karen Tonge (Treasury Manager), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), John Wickens (Assistant Director - IMT and Enterprise Architecture) and Emily Wilcox (Democratic Services Officer)

Chris Scott (Link Asset Services) also attended the meeting via Microsoft Teams.

38 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor Mrs J Brockway, Councillor I D Carrington Councillor E W Strenziel and Alex Sayer (Parent Governor Representative).

It was reported that, under Regulation 13 of the Local Government (Committee and Political Groups) Regulations Councillor R A Wright be appointed as a substitute for Councillor E W Strenziel for this meeting only.

Apologies for absence were also noted from Debbie Barnes OBE (Chief Executive), Councillor R D Butroid (Executive Councillor for Executive Councillor for People Management, Legal and Corporate Property) and Councillor H Spratt (Executive Support Councillor for People Management, Legal and Corporate Property)

2
OVERVIEW AND SCRUTINY MANAGEMENT BOARD
29 SEPTEMBER 2022

39 DECLARATIONS OF INTEREST

There were no declarations of interest.

40 MINUTES OF THE MEETING HELD ON 25 AUGUST 2022

RESOLVED:

That minutes of the meeting held on 25 August 2022 be approved as a correct record and signed by the Chairman.

41 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

The Chairman advised that the Vice Chairman, Councillor Tom Smith, attended the last meeting of the Executive on 6 September on his behalf to present the Board's comments on the Corporate Plan Success Framework for Quarter 1, and the Revenue and Capital Budget Monitoring reports. With regards to the Board's Revenue Budget Monitoring comments, the Executive was advised that the Corporate Leadership Team was working with senior leaders to review all budgets, including efficiencies, and these would be brought back for consideration in due course. In response to the Capital Budget Monitoring comments from the Board, it was confirmed all projects which were in progress would be delivered, however there would need to be further consideration of any future projects. In relation to the Board's comments on the Quarter 1 performance report, there was a discussion at the Executive regarding the number of days lost to sickness absence per full time equivalent, currently at 8.8 days which was considered not acceptable. It was highlighted that the 8.8 days was the average across the organisation, but higher levels of sickness absence were being seen across the Adults and Children's Services workforce. The Executive was reassured that managers continued to manage sickness absence, and back to work interviews were an important part of managing this, as well as returning staff members workloads being managed appropriately.

42 CONSIDERATION OF CALL-INS

None had been received.

43 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

None had been received.

44 INSURANCE STRATEGY

Consideration was given to a report by the Insurance and Risk Lead, which sought approval for the proposed Insurance Strategy. The Board was invited to consider the report prior to its consideration by the Executive Councillor for Resources, Communications and Commissioning.

Members were advised that the overall programme of insurance had performed well since 2016. The strategy proposed two areas where changes to the current arrangements needed to be made: general property insurance and schools.

The report highlighted three alternative options to the proposed insurance strategy of which further detail was provided: no change to current arrangements; greater self-retention across all policies and the recommendation that schools moved to a government risk pooling scheme.

The Board was referred to the Insurance Strategy which was set out at Appendix A to the report.

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

- Overall Insurance Programme - The insurance policies were renewed on an annual basis, so if there was a significant change in requirements then the terms of the policies could be renegotiated. One of the requirements in the previous tender was to have premium security to ensure that the insurance fund remained solvent, which meant that subject to no significant changes in the risk profile, the insurers almost guaranteed the premiums year on year subject to slight inflationary pressures.

When a claim had to be settled across any of the portfolios, the reasons behind the claim were reviewed and discussions took place with the relevant service area. Regular claims data was also reported through the corporate risk and safety steering group. Steps were taken to ensure that lessons were learned from those claims and whether anything could be improved. There had been significant reductions in terms of claim numbers, both from employer liability and public liability, and the risk management approach, which was recently reported to the Audit Committee, was evidenced.

- Schools - Support was provided to the proposal to explore a separate lot for school's risk while continuing to be covered through the overall insurance programme for comparative purposes. No clarification could be provided as to why the Government's risk pooling protection scheme for schools was not subject to insurance premium tax when insurance policies were.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
29 SEPTEMBER 2022**

- Terrorism cover - A decision had been taken during the previous tendering process to not renew terrorism cover because the risk profile had changed, and the cost was becoming disproportionate to the risk that was identified.
- General Property Insurance - The risk profile for property had been in a better position for the previous tendering process and although there were different excess levels for self-insurance last time, the Council managed to secure a good deal with only having to have £10,000 self-insured for general property.

The self-retention level was increasing to £150,000 due to a combination of factors. Feedback from pre-market engagement to establish the appetite for risk across the whole portfolio indicated a declining appetite for property and a potential low level of response if the Council retained the £10,000 level of excess. In addition, the premium charge for a £10,000 excess was likely to increase significantly which would also increase the amount to be paid for the 12% insurance premium tax. If the size of the premium could be reduced, then the insurance premium tax would also reduce. No trends had been identified from previous property claims, which were all one-off individual items.

An actuarial review was undertaken on an annual basis to look at the sustainability of the insurance fund and put forward recommendations. In line with the market engagement carried out with insurers and looking at the sustainability of the insurance fund, a figure of £150,000 for the self-retained excess was identified.

Further information was requested on how much extra the Council would have had to pay out if the self-retained excess level had been £150,000 rather than £10,000 in the current policy.

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 passed on to the Executive Councillor as part of their consideration of this item.

45 UPDATE ON IMT SERVICES - SERCO CONTRACT PERFORMANCE AND PROJECT PORTFOLIO

Consideration was given to an update by the Lead IT Contract and Vendor Relationship Officer which provided an overview of the Serco contract performance against key performance indicators for November 2021 – July 2022, which was set out at table one to Appendix A.

The report highlighted significant additional pressures on the IT service desk as a result of the rollout of Modern Device Management (MDM) which had impacted service delivery of IMT_KPI_12, IMT_KPI_14, KPI_IMT_18 and KPI_IMT_19.

The long running fault condition with remote access (aka AlwaysOnVPN) that gave rise to a longer than expected period of KPI relief was now largely eradicated and the backlog of tickets previously reported had been cleared and was not expected to rise.

Consideration was given to the update on key performance indicators and during the discussion the following points were noted:

- Following the completion of the MDM rollout, the backlog of service requests were seen to be under control and had significantly reduced. It was not anticipated that requests would rise to the levels seen within the previous year.
- The backlog of incidents due to the MDM rollout had seen consequences on service delivery across the Council as well as user frustration. Assurance was provided that despite issues, services continued to operate successfully due to the efforts of staff.

Consideration was then given to an update from the IMT Head of Portfolio and Resources in which a summary of project performance was highlighted, in particular mentioning the current status of projects which had a red or amber status - IMT-354 PSN Compliance; IMT-503-2009 LFR Environment Migration and Onboarding; IMT-559-2204 Legal Services Case Management System and MT-561-2205 STAMP Replacement (MTC).

Incoming work continued to be reviewed alongside the inflight portfolio to ensure prioritisation of work to safeguard that the most critical work was prioritised.

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

- It was expected that a module within MTC would be used as a replacement for the school transport eligibility system. It was hoped that the replacement would be live by the end of October 2022.
- IMT was working with Legal Services to ensure commitment to a provider for the legal services case management system. The Board was reassured that lessons had been learned from a delay in the process and assurance was provided that more proactive engagement and horizon planning would be prioritised going forward.
- The Board acknowledged challenges within the recruitment of IMT staff in specialist areas. Assurance was provided that officers were working alongside the Executive

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
29 SEPTEMBER 2022**

Director to ensure the prioritisation of portfolio work where necessary and officers were confident that resources were being managed appropriately to mitigate risks.

RESOLVED:

That satisfaction be given to the performance of the Serco contract, and the progress made on the highlighted projects currently being commissioned through IMT.

46 TREASURY MANAGEMENT ANNUAL REPORT 2021/22

Consideration was given to a report from the Treasury Manager, which invited the Board to consider the Treasury Management Annual Report 2021/22.

The report highlighted the key areas of interest for the Board including detail regarding the Economic Overview and Interest Rate Review 2021/22; treasury investments; long term borrowing and external borrowing.

Short-term borrowing at less than investment rate levels had been taken during the year to support predicted liquidity shortfalls, in line with the Strategy. Long term rates had fallen at the end of 2021, but as part of the general global trend to tackle inflation, had started to increase in the last quarter of the year.

The Council's risk appetite for its treasury investments remained low, as it prioritised security of capital and liquidity over return. No external borrowing had been undertaken in 2021/22 and £11m of debt had been repaid.

The Director - Public Sector Treasury at Link Asset Services provided an update on the Council's treasury management activity, giving his view on the Council's internal borrowing was aligned with other authorities. The avoidance of long-term external borrowing was seen as an appropriate strategy and an effective way of keeping costs down. The Council's Treasury Management performance was considered to be credible with no indicators having been breached for the period.

Since the end of the reporting period, there had been significant market and economic changes impacting the interest rate outlook. A new interest rate forecast had been issued which would be used to ensure an appropriate strategy going forward. It was forecasted that inflation would peak in the coming months before starting to fall again.

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

- Officers would look to change the calculations for MRP to an annuity method akin to mortgages with a fixed period payment of loan, allowing for a lower principle repayment in early years. It was noted that any changes affecting the council's

budget proposals would be agreed through the appropriate decision making process. It was clarified that the amounts of loan repayments would not change, instead the changes would be reflective of the funds set aside each month for the repayment of loans.

- Any changes from SONIA to an alternative system would be reflective of market investment activity. The Council had the ability for benchmarking to be more reflective for future investments. It was likely that the existing SONIA system would be adjusted to better reflect and compare to actualities.
- It was clarified that internal borrowing was a means of using internal funds to meet the capital expenditure programme by resource of cash.
- It was not considered appropriate to increase the level of external borrowing to fund 2022/23 expenditure at current rates as anything borrowed in advance would immediately be subject to a 'cost of carry' charge. Decisions on external borrowing had been based on the Council's current position.
- Within the current climate, it was the opinion of both officers and the Executive that the commercial and financial risks associated with lending money to the public to assist with business start-ups were felt to be too high. The Council's large capital programme was seen to be a better way of supporting local businesses to succeed.

RESOLVED:

That the treasury management annual report 2021/22 be endorsed.

47 TREASURY MANAGEMENT PERFORMANCE 2022/23 - QUARTER 1 TO 30 JUNE 2022

Consideration was given to a report by the Treasury Manager, which invited the Board to consider the Treasury Management Performance for quarter one of 2022/23, focussing on interest rates, investments and borrowing.

Members were referred to Appendix A to the report which set out key interest movements in 2022/23. Since the publication of the report, inflation continued to rise which was impacting the economy. It was expected that a recession would run to the end of 2023.

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

- The exchequer was expected to give an announcement around the local government settlement on 23rd November 2022. The Board acknowledged that circumstances were volatile and fast moving.
- It was noted that there had been an indication that there would be little change in terms of the settlement going forward. The government's current intention was thought to be to maintain the level of settlement as the previous year.
- It was forecast that the base rate would peak to 5% from a previous 2.75%.

RESOLVED:

That satisfaction be given to the Treasury Management performance for Quarter One of 2022/23.

48 SCRUTINY COMMITTEE WORK PROGRAMMES

Consideration was given to a report by the Chairman of the Children and Young People Scrutiny Committee which provided an update on the recent work of the committee and its future work programme, as detailed at Appendix A.

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

- The success of the holiday activities and food programme was commended.
- The effects of the cost of living crisis on children and families across the County was emphasised and the Committee would monitor the situation. It was clarified that funding for the holiday activities and food programme was received from the government.

Consideration was then given to a report by the Chairman of the Public Protection and Communities Scrutiny Committee, which provide an update on the recent work of the Committee and its future work programme, as set out at Appendix B to the report.

The Chairman of the Public Protection and Communities Scrutiny Committee advised of one change to the work programme which was the item on Lincolnshire Fire and Rescue – Progress on Response to Inspection Outcomes from Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services had been moved to the meeting in December to ensure that the outcomes of the follow up appointments have been submitted prior to the item returning to scrutiny.

The Committee had scheduled a visit to the County Emergency Centre on 30 September where Members would be shown around the facility and have the opportunity to hear about past and recent operations.

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In response to a question, the Chairman of the Public Protection and Communities Scrutiny Committee acknowledged the impact of the cost of living crisis on communities and advised that the Committee would continue to monitor the situation in relation to the services it monitored.

RESOLVED:

(1) That satisfaction be given to the activity undertaken since 28 April 2022 by:

- (a) the Children and Young People Scrutiny Committee; and
- (b) the Public Protection and Communities Scrutiny Committee.

(2) The satisfaction be given to the work programme of:

- (a) the Children and Young People Scrutiny Committee; and
- (b) the Public Protection and Communities Scrutiny Committee.

49 REVIEW OF THE SCRUTINY FUNCTION

Consideration was given to a report by the Head of Democratic Services and Statutory Scrutiny Officer, which invited the Board to consider the findings and action plan of a review of the Council's scrutiny function undertaken by the Centre for Governance and Scrutiny (CfGS) in March 2022.

Feedback from the review was generally positive and had concluded that Lincolnshire County Council's scrutiny function performed well against other local authorities in a number of areas which were outlined in the report.

The report highlighted the potential for further work to be carried out to support the demarcation of the roles of scrutiny officers and democratic services offers; the potential advantages of a more strategic approach to questioning which would be supported by scrutiny officers and the benefit of scrutiny committees taking ownership of their own work programme. An action plan had been produced and was set out at Appendix 1 to the report.

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

- It was hoped that the proposal for greater demarcation between the roles would allow more capacity within both the scrutiny team and democratic services team allowing scrutiny officers to support the scrutiny function in individualised ways such as strategic questioning and seeding lines of enquiry.
- Improvements to the effectiveness of questioning to provide robust, constructive challenge were proposed to be made by considering various proposals within scrutiny reports and included the option of executive councillors presenting policy development reports with support from chief officers which would allow for strategic exchanges to be made between Councillors and allow scrutiny to be a critical friend to the executive.

10

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

29 SEPTEMBER 2022

- The scrutiny team would support Committees to build Members knowledge to assist with the effectiveness of scrutiny.
- It was requested that the full CfGS report be circulated to the Board.
- The Board acknowledged the success of scrutiny at Lincolnshire County Council and welcomed the improvements proposed to make scrutiny more effective.
- The potential benefits of receiving advice from expert witnesses was recognised.
- It was suggested that scrutiny Chairmen and Officers attend scrutiny committee meetings at other councils to provide further comparison.

RESOLVED:

That the findings of the Scrutiny Review and the action plan arising from the Review be endorsed.

50 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

It was noted that this item was for information only.

The meeting closed at 12.48 pm



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

Report to:	Overview and Scrutiny Management Board
Date:	27 October 2022
Subject:	Transformation Programme Update

Summary:

This report provides the Board with an update on the Transformation Programme, including a focussed overview of the Children in Care transformation project, to demonstrate the positive impact of the Transformation Programme. A presentation on the Children in Care transformation project will be provided at the meeting.

Actions Required:

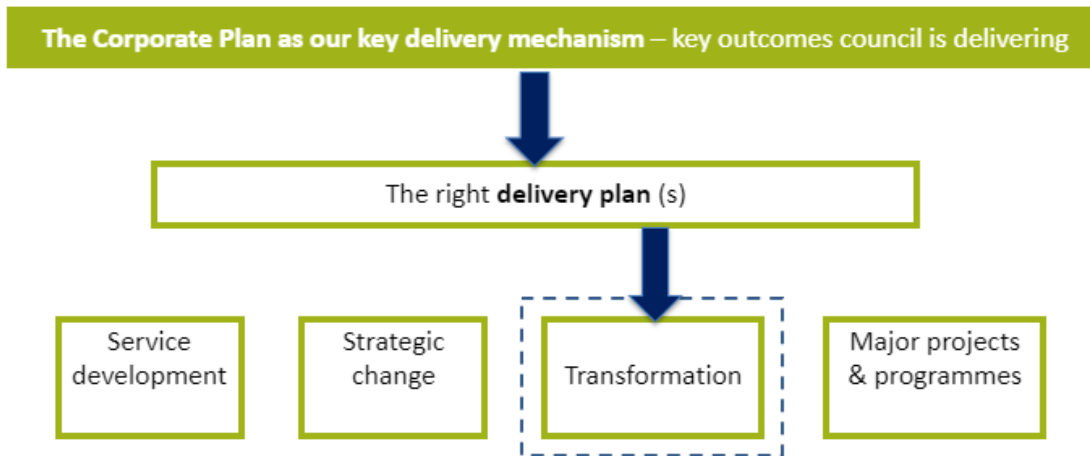
The Board is invited to review and comment on the contents of the report and presentation and agree future reporting requirements into the Board.

1. Background

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

1.2 Corporate Plan and the Transformation Programme

Figure 1



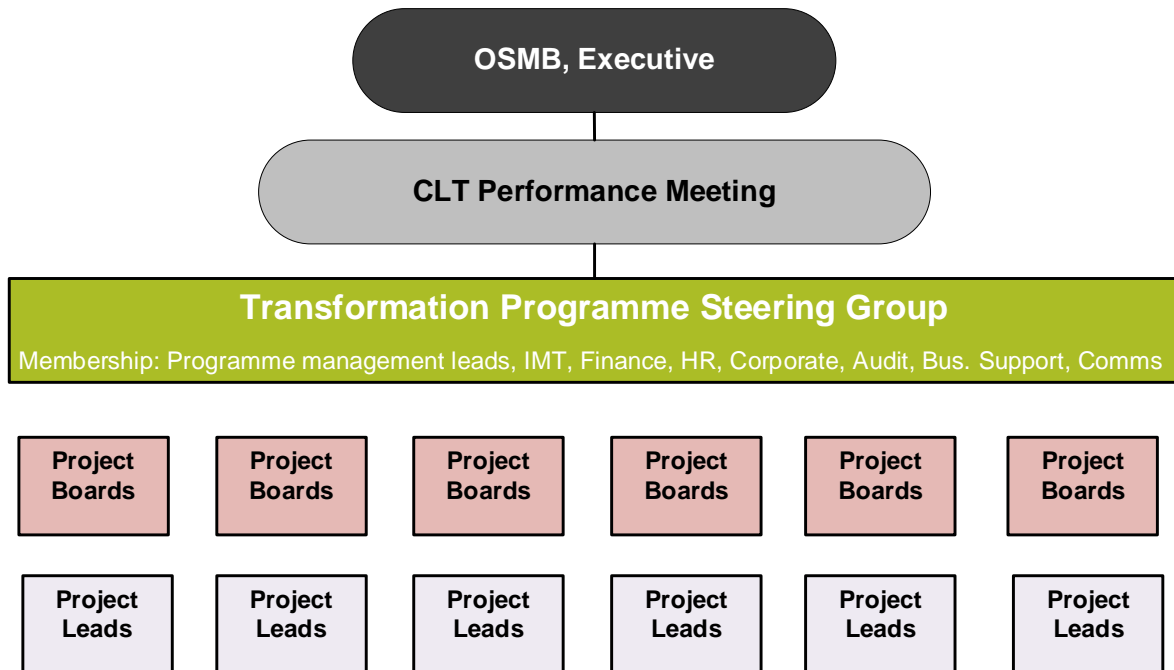
1.2.1 Our Transformation Programme wholly supports the Corporate Plan and the ‘One Council’ approach, by driving innovation and efficiency. Ultimately it is to support our vision of working for a better future and our priority to continue to provide good value council services.

1.3 Governance

1.3.1 The Transformation Programme brings some of our most high-profile projects together to give far greater visibility, corporate oversight and accountability of key activity, assurance of funding being spent on Council priorities and confidence that benefits are being realised. Each project has a project manager and Senior Responsible Officer at Head of Service or Assistant Director level as the project leads, and these all report into a Project Board that governs and is responsible for the project through to delivery.

1.3.2 The Transformation Programme Steering Group meets eight times in the year and is responsible for the overall direction and governance of the programme and providing collaborative strategic leadership to ensure a successful conclusion to the programme. This then feeds into the Corporate Leadership Team’s (CLT) performance board, which has a quarterly focus on the Transformation Programme. Alongside this, there is regular reporting to Executive Councillors for each project and routine reporting into the Overview and Scrutiny Management Board (OSMB).

Figure 2



1.4 Transformation Programme scope and focus

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

- The Transformation Programme is made up of **highly complex** programmes of change which require a new way of working; the consideration of **optimisation** and **digitalisation**; and the development of a different skillset.
- These projects and programmes will help drive **financial savings** and maximise independence and resilience, in order to **minimise future demand**.
- All with the aim of helping to **protect frontline services** through delivering good value, whilst considering the environmental benefits, demonstrating a **return on investment**, and delivering better outcomes for all.

1.4.2 The agreed scope of the Transformation Programme includes the following projects and programmes. Please see Appendix A (slides 2-12) for more information on each project and programme of work including the benefits of delivery:

Project	Description
Digital Strategy Implementation	This project is working to achieve our vision of providing intuitive, simple, and accessible digital services. Ensuring we are collaborative and inclusive in how we work with each other, with our partners and for our residents.

People Strategy Implementation	This project is working to achieve our vision to be an 'employer of choice' in Lincolnshire and achieve the objectives of the People Strategy through our 'One Council' approach.
Smarter Working Programme	This project is building upon our journey to develop smarter working in Lincolnshire that optimises performance and supports employees to deliver their best for our communities and councillors.
Educational Travel	This project has been set up to create an improved, joined up, transport service, which supports families, children, and schools to effectively meet travel needs and build a sustainable transport/travel market in Lincolnshire.
Business Intelligence Strategy Implementation	This project is working to achieve our vision for business intelligence of enabling improved decision making through better understanding of our service, partners, people, and place.
Customer Strategy Implementation	This project is working to achieve our vision of delivering strong, joined up services, which are designed to ensure we are able to meet our customer's current and future needs.
Corporate Support Optimisation	This programme of work incorporates the existing projects reviewing business support, business world, and corporate support services; in addition, it includes the optimisation of corporate enabling services such as finance and HR.
Children in Care Transformation	This project includes a range of workstreams that look at what we need to be doing across every part of the child's journey (see below and Appendix B for more detail).
Devolution	This project is new to the Transformation Programme and has been set up to obtain a devolution deal for Greater Lincolnshire; establish a long-term vision and ambitions; and introduce improvements to how we work together to enable Greater Lincolnshire to thrive.

1.4.3 The following projects have moved into legacy status due to the work undertaken and completed in project phase, the impact that has had, and as part of their transition to service area 'business as usual' management: the intranet project, special education needs and disability (SEND) high needs project, and adults' improvement and development project. These projects have delivered benefits and are able to demonstrate transformational changes within service areas. The SEND high needs project was presented to OSMB in December 2021, and the adult's improvement and development project was presented in March 2022.

1.4.4 Where projects and programmes move into a legacy status and close to the Transformation Programme, the benefits continue to be measured through to realisation by the programme management office.

1.5 What has been achieved so far, and where are we seeing value for money?

1.5.1 Figure 3 below highlights a number of outcomes and output-based achievements from the Transformation Programme so far. Further details can be found in Appendix A.

Figure 3



1.6 Children in care transformation project

1.6.1 As part of this agenda item, there is a focused presentation on the Children in Care transformation project. This project includes a range of workstreams that look at what we need to be doing across every part of the child's journey to prevent escalation of need and improve outcomes. Included within this project is an expansion to the residential estate of children's homes. Please see Appendix B for further information.

2. Conclusion

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

3. Consultation

a) Risks and Impact Analysis

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

The programme also features as a strategic corporate risk which is monitored by Assurance Lincolnshire through the Combined Assurance Report.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Transformation Programme Overview
Appendix B	Children in Care Transformation presentation

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

Transformation Programme Overview



There are 9 projects and programmes of work within the current Transformation Programme



Devolution

An opportunity for growth and by collaborating to secure devolved powers along with budgets for skills and infrastructure from the Government. A strategy to create high wage, high skills jobs, and opportunity for all.



Digital Strategy Implementation

To implement an innovative and responsive digital service delivery model that improves access and quality of user experience. Ensuring a collaborative and inclusive approach to working together, with partners and residents.



BI Strategy Implementation

To improve decision making through better understanding of our services, partners, people and place. Improving the evaluation of how well we are meeting the needs of people and business in Lincolnshire.



Educational Travel

To create an improved 'joined up' transport service that supports families, children and schools to effectively meet travel needs and building a sustainable transport/ travel market in Lincolnshire.



Children in Care Transformation

To provide the right help to the right children at the right time and for the right duration. To support families to come to their own solutions by focusing on building networks and improve outcomes for looked after children and young people by providing care locally.



Smarter Working Programme

To build on the strengths of our current delivery model, improve services and support work life balance of employees using innovative technology. Enabling staff to deliver the best outcomes for our communities.



Corporate Support Optimisation

To improve the way that business services are delivered by focusing on business functions, efficiency and the effectiveness of operations.



People Strategy implementation

To develop a full corporate workforce strategy, including what it means to be a great LCC employee, manager and leader. To review staff structures and HR processes and achieving our vision of becoming an employer of choice in Lincolnshire.



Customer Strategy Implementation

To deliver a high-quality customer experience by enabling customers to operate independently, interacting with the council at the time and in the manner that best meets their needs.

Children in care

Corporate plan link: **Enabling everyone to enjoy life to the full**

Project Detail:

Working across every part of the child's journey to prevent escalation of need and improve outcomes.

Benefits Detail:

Improving outcome: Improved outcomes for our children

- New residential mainstream homes in Lincoln and Louth
- Providing different forms of support and placement
- Providing care locally within Lincolnshire rather than care at a distance
- 45 children returned from out of county placements

Supporting finances

- Budget savings of £0.563m
- Cost avoidance of £5.193m



Educational travel

Corporate plan link: **Enabling everyone to enjoy life to the full**

Project Detail:

Working across a number of different areas to make routes more efficient and cost effective.

Page 24

Benefits Detail:

Improving outcome: Independence & choice

- Improved accessibility within the county
- Reduction in CO2 emissions
- Increased passenger, parental and school satisfaction and choice
- Train and enable more children to travel independently
- Facilitation of life long independence

Supporting finances

- Budget savings of £5.181m



Smarter working

Corporate plan link: **Provide good value council services**

Project Detail: Building upon our journey to develop smarter working in Lincolnshire that optimises performance and supports employees to deliver their best for our communities and councillors

Page 25

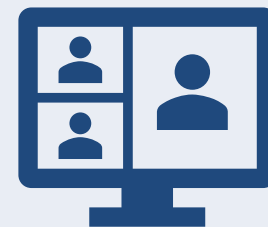
Benefits Detail:

Improving outcome: More efficient and effective in how we work

- Improved work-life balance
- Reduced travel time including the daily commute to work
- Increased ability to attract highly skilled employees
- Introduction and use of new technologies and innovative solutions
- Lancaster House and leadership hub open

Supporting finances

- Budget savings: £2.363m



People strategy implementation

Corporate plan link: **Provide good value council services**

Project Detail:	Bring together all workforce ambitions for LCC: People Management, Partnership, Engagement and Communication, Culture, Leadership and Values, Learning and Development, Workforce Transformation and Innovation, Attracting and Retaining Talent, Reward and Recognition, Health and Well-being and Equality, Diversity and Inclusion.
Benefits Detail:	<p>Improving outcome: Becoming an employer of choice in Lincolnshire</p> <ul style="list-style-type: none">• Increased employee satisfaction• Reduction in turnover• Reduction in staff absence• Increased % of employees receiving an annual appraisal• Reduction in staff taken through the capability process• Reduction in staff grievance



Corporate support optimisation

Corporate plan link: Provide good value council services

Project Detail:

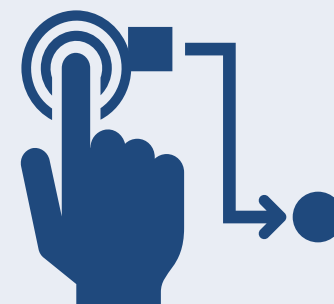
Review of corporate support processes to ensure they are structured to meet the future priorities of the services they support

Improving outcome: Improve how we deliver our functions

- Additional capacity through process automation
- Increased customer satisfaction through standardising processes
- Increased quality and accuracy of outputs
- Reduced risk of incorrect data entry through the removal of manual processing
- Reduce the duplication of processes

Supporting finances

- Budget savings of £1.783m



Business world re-design

Corporate plan link: **Provide good value council services**

Project Detail: Redesigning the existing Business World system in order to standardise and reduce duplication, making our processes as effective and efficient as possible

Page 28

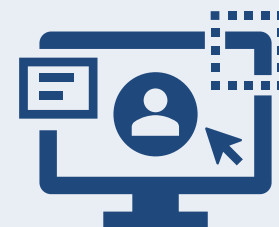
Benefits Detail:

Improving outcome: More efficient and effective in how we work

- A 'fit for purpose' system in place
- A key enabler to drive process improvements in the wider council
- Clean, accurate data in the system which reflects the position of the Council
- Reduction in staff time spent on HR, Payroll and Finance processes
- Reliable management information and reporting

Supporting finances

- Cost savings of: £0.125m



Corporate support services contract implementation

Corporate plan link: [Provide good value council services](#)

Project Detail:

Reviewing and then implementing the Council's requirements for the services within the current Serco contract for their future delivery from March 2024.

Benefits Detail:

Improving outcome: More efficient and effective in how we work

- Potential cost avoidance of increased contract costs
- Reduction in contract management time
- Enhanced control over services delivered



Business intelligence strategy

Corporate plan link: Provide good value council services

Project Detail:

To enable improved decision making through better understanding of our service, partners, people, and place

Page 30

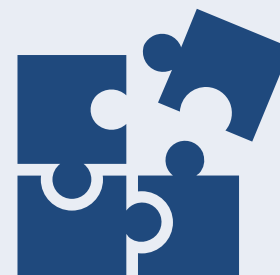
Benefits Detail:

Improving outcome: Become an intelligence led organisation

- More efficient systems
- Improved decision making
- Improved Business Intelligence capability

Supporting finances

- Cost savings of £0.066m



Customer strategy implementation

Corporate plan link: **Provide good value council services**

Project Detail:

Working to achieve our vision of delivering strong, joined up services, that are designed to ensure we are able to meet our customer's current and future needs

Improving outcome: Improved customer experience

- Consistency in the quality of the customer experience
- Good, efficient, and accessible services that meet customer expectations
- Creation of customer advocates
- Working with customers to improve the way that we do things
- Greater use of online systems
- Help customers to help themselves

Supporting finances

- Budget savings of £0.670m



Benefits Detail:

Digital strategy implementation

Corporate plan link: **Provide good value council services**

Project Detail: Working to provide intuitive, simple, and accessible digital services. Ensuring we are collaborative and inclusive in how we work with each other, for our residents and with our partners.

Page 32

Benefits Detail:

Improving outcome: More efficient and effective in how we work

- More effective use of technology
- Efficient processes, supporting service delivery
- Staff supported to have the right skills and capabilities
- Greater communication and collaboration through digital channels
- Virtual/Teams meetings are regularly accessible
- Greater opportunity to innovate

Supporting finances

- Budget savings of £0.200m



Transformation Programme

If you have any queries about this work or would like to find out more, please contact:

programmemanagementoffice@lincolnshire.gov.uk

Or visit:

[Transformation Programme - Home \(sharepoint.com\)](#)

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Children in Care Transformation Programme

Appendix B

Overview and Scrutiny Management Board

27 October 2022

Right4U

wrapping the Right Care around children, young people and families

Lincolnshire
COUNTY COUNCIL
Working for a better future



Children's Services Context

- Children's Services in Lincolnshire is an **Ofsted rated Outstanding** local authority which deliver **good outcomes** and **benchmarks well** financially against the national average.
- However, there is more we can do to **deliver excellent outcomes** for children and families, particularly taking into account the impact of Covid-19 and the national lockdowns. This has been seen in the **pressure** upon the market place and **availability and cost of external placements** and the **reduction** in the availability of in house foster placements
- The Children in Care Transformation programme will **respond to these challenges** and help realise our ambition **of improving outcomes** for Children and **achieving financial sustainability**.

Children in Care (CIC) Transformation Programme Key Strategic Aims

Aim 1	Aim 2	Aim 3
<p>To reduce the need for statutory intervention in families lives, by providing the right help to the right children at the right time and for the right duration.</p>	<p>To support families to come to their own solutions by focusing upon building networks which they have in place.</p>	<p>To improve outcomes for our Children and Young People, by providing care locally within Lincolnshire rather than care at a distance to keep children and Young People within their own communities where they can be close to their networks.</p>

Page 37

Right4U

wrapping the Right Care around children, young people and families

Our Challenges

Increased CIC numbers during the pandemic, but whilst continuing to rise, Lincs per 10k is still lower than national average.

The external market is volatile resulting in significant rise in cost of externally commissioned placements. Average weekly cost of placement is £4,663. Our in house residential is £2,038.

Budget scaffolded by Covid funding and cost pressures will take time to reduce.

LCC's internal residential capacity is limited.

Foster Carer age profile means reducing capacity.

'Do Nothing' Trajectory indicates continued significant cost pressures.

Right4U

wrapping the Right Care around children, young people and families

Initial diagnostic work identified the key areas to concentrate on

- Four diagnostic workshops were held, involving key experts from the services to identify strengths, barriers, opportunities and threats for the journey of the child from Team around the Child (TAC) to Leaving care.
- A SWOT analysis was used to draw out the discussions as this approach helps to build on what the organisation does well, to address what the service is lacking, to minimise risks, and to take the greatest possible advantage of chances for success.
- The analysis from these workshops determined the programme structure below:

Page 39



Right4U

wrapping the Right Care around children, young people and families

Lincolnshire
COUNTY COUNCIL
Working for a better future

Programme Impact so far

Launched our new Early Help Strategy that is fully reflective of our strengths and priorities and owned by LCC and our partners.

The strategic management of placements and the VC tool is resulting in better planning and outcomes.

The development of a Strategic Placement Panel and Placement Tracker keeps the focus on progressing opportunities and tracking potential savings.

The launch of a 'one placement referral' form through Mosaic, is saving social worker time and resulting in better quality referrals.

We are changing culture, social workers are thinking of trajectories and using the VC tool to support planning.

Exit planning upon a child's entry into an external placement provision.

The revision of all children's profiles, focusing upon strengths and needs and the support carers will receive from the partnership has ensured that Placements have been secured via IFA and in house fostering matching events.

Financial Impact of the Programme

Since June 2021 **45** children and young people have transitioned to an in-house placement or returned home, as at 31 August 2022 this is an actual cost avoidance of **£5.193m***

These savings are being used to off set the following:
£791k Covid Grant
£4.4m Out of County Budget Overspend

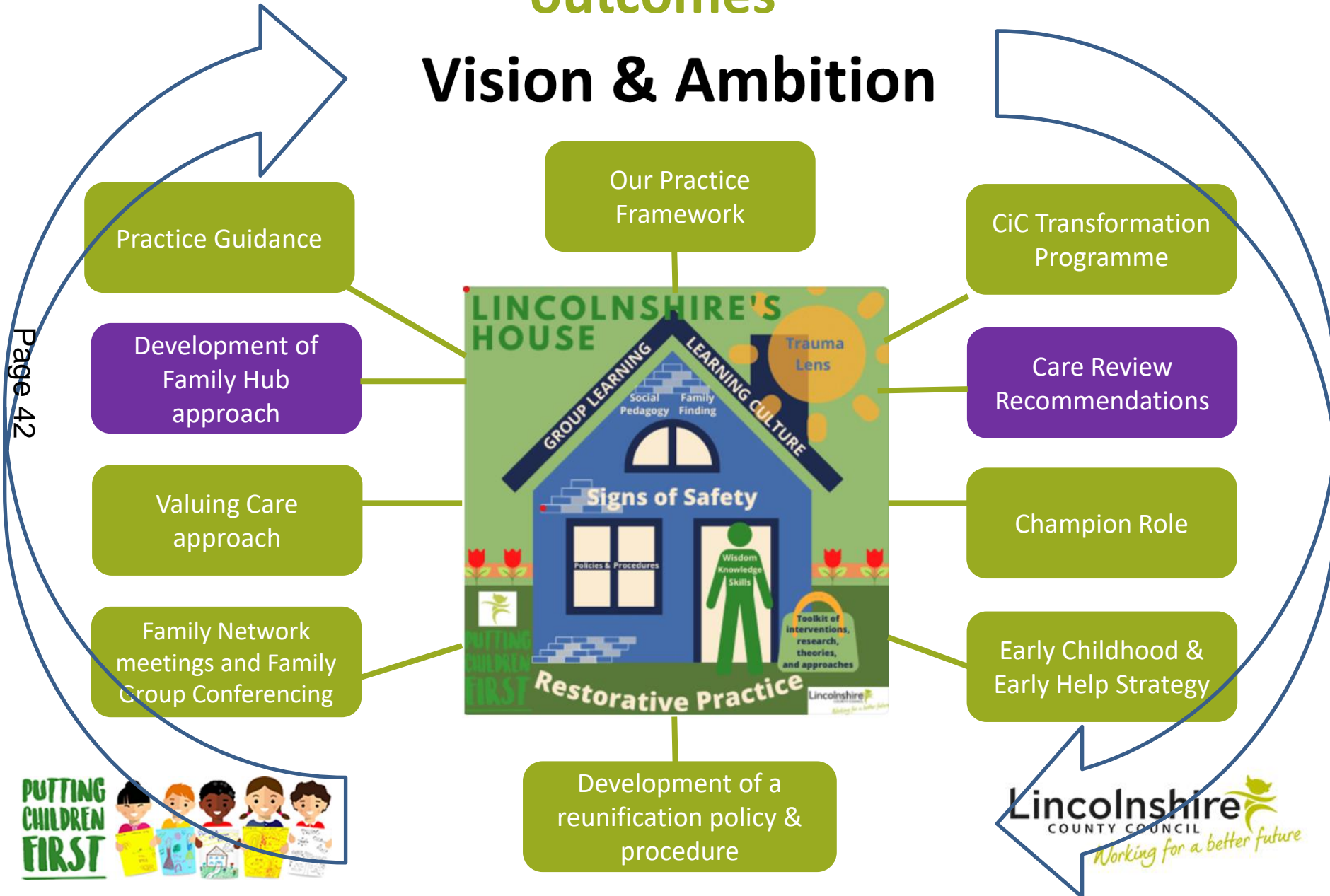
Two new children's homes to be fully operational in January 2023 and October 2023

Two new children's homes forecast to secure savings of **£0.563m**. Planned savings have been built into the Council's financial plan

*Figures quoted do not include the cost of children moving into other placements within LCC

Lincolnshire's approach to supporting better outcomes

Vision & Ambition





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

Report to:	Overview and Scrutiny Management Board
Date:	27 October 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 April to September 2022. The last report to this Board was on 28 April 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	UAT	User Acceptance Testing
KPI	Key Performance Indicator	F	Finance (Exchequer)
TSL	Target Service Level	ACF	Adult Care Finance
MSL	Minimum Service Level	CSC	Customer Services Centre
IMT	Information Management and Technology	RAG	Red/ Amber/ Green
		BAU	Business as Usual
		CCN	Change Control Notice

2. Background

This report provides an update on Serco's performance for months 85 to 90 since the service commencement date 1 April 2015.

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					
	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22
Target Service Level achieved	34	34	33	33	33	36
Minimum Service Level achieved	0	0	0	0	0	0
Below Minimum Service Level	0	0	0	0	0	0
Mitigation agreed	3	3	4	4	4	3
TOTAL	37	37	37	37	37	39

Note: the total number of KPIs temporarily fell to 37 for the period April – August 2022.

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).

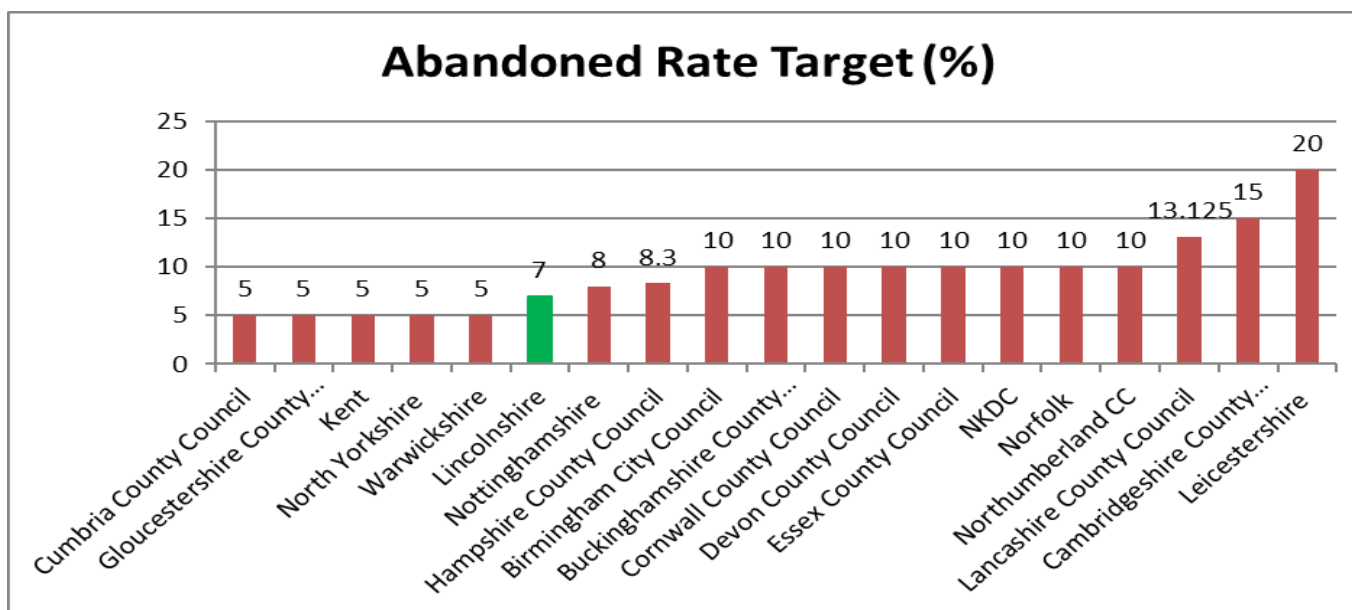
Table 2a: Details of KPI Mitigation, Apr – Sep 22:

KPI Ref No (mit. period)	Short Description	Reason for granting Mitigation	Impact	Path to Green
CSC_KPI_04 (May-Sep)	% of total Calls that are Abandoned Calls	The Council directed the CSC to divert resource to support multiple phases of UAT for the Avaya upgrade project, and now live there remain several issues: <ol style="list-style-type: none"> 1. No call back system available for daytime services. 2. Emails cannot be delivered via Avaya. 3. The system is currently unable to record 'wrap time'. 	Callers have to wait rather than opt to receive a call back. Leads to multiple attempts by some customers to call and generates higher abandoned rates. CSC must remove staff from phones to deal with email manually which reduces capacity for handling calls. Accuracy of capacity forecasting is affected.	The Avaya system is owned by the Council. The issues with the upgrade have been escalated with the Council's provider Vodafone (who are ultimately responsible), and with LCC and Serco IMT functions, and are receiving priority attention.
CSC_KPI_05 (Jun, Sep)	% of Contacts referred to in CSC_PI_01, _02 & _03 responded to within timescale per month	As above, specifically the email issue.	As for email above. The target was however only narrowly missed in both months so likely minimal impact.	Performance affected by lack of Avaya functionality, as above.
CSC_KPI_11 (Apr - Sep)	Portion of Light Touch Reviews, Annual Reviews, and Carer's Assessments started within agreed timescales	An alternative method of working, which temporarily rescheduled Carer assessments, was agreed in order to allow the CSC to focus on the backlog of Carer triages. This was successful and the backlog was fully cleared as at 28 September.	Minor. Urgent Carer assessments have still continued as normal. The focus on the backlog means that the CSC have met the needs of Carers but there has been a delay.	The new Carer Support Service Contract has resulted in a change to the scope of services delivered by Serco and as a result the KPI will be changed to reflect this.
CSC_KPI_12 (Apr - Jul)	% of callers the CSC attempt to contact to discuss Access Channel Preferences.	This is a new KPI. The go-live target was expected to be May, but the remaining system requirement - Avaya upgrade - was delayed until July. Nevertheless, the Council and Serco worked closely during this time to try different methods to capture the data in the most reliable way and develop a meaningful alternative measure, and this has been in use from August.	The ability to identify service user access channel preferences was delayed.	New measure now in use, some further refinement may be explored as it develops. KPI active from August.

KPI Ref No (mit. period)	Short Description	Reason for granting Mitigation	Impact	Path to Green
IMT_KPI_12 (Apr)	% of users who score the IT Service as "Good" or above for IT Incident handling	This measure had previously been temporarily suspended in order to redirect resource to Office 365 ticket resolution at the Council's direction on the basis that this measure is not service critical.	Performance measure not available – does not affect front line services.	Suspension was mutually agreed until end April and was re-instated on 1 May 2022. Performance restored May.
IMT_KPI_18 (Aug)	% 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.	Nearly all the Service Desk staff were required to assist users with the Avaya-related migrations. This diversion affected Serco's ability to fulfil BAU tickets, causing KPIs to be missed. A further issue at the beginning of the month was a critical shortage of O365 E5 licences. This meant that Service Desk staff had to work through leavers reports to re-harvest licences, which is a labour-intensive task. Additional new licenses were not available at the time, and so the Council agreed mitigation in order to prioritise resources.	Some incidents and service requests did not meet fulfilment times.	There remain some ongoing issues in the CSC and also O365 licences, however Service Desk capacity has been stabilised. Expecting return to green for these two KPIs in September.
IMT_KPI_19 (Aug)	% 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.		No significant resulting issues were reported.	
PM_KPI_11 (Jul)	% of People Management transaction activity completed within the relevant required timescale/ target service level as detailed in the 'PM_KPI_11 Service Level Agreement'.	Three advances and one emergency payment were not paid on target as a result of a Business World outage; the KPI reporting was also not reliable because some reporting functionality in Avaya had been lost. These were beyond Serco's control.	All payments were made but four were not paid on target.	This was an isolated incident. Performance restored in August.

Table 2b: Benchmarking Information re CSC_KPI_04:

The benchmarking data was gathered in January 2021 and shows the rate for abandoned calls for each of the councils that responded to the survey. The average is 9.4% compared to this Council’s minimum service level of 10% and target service level of 7%.



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. As a result of this process, there have been two changes during the review period, set out in Table 3 below:

Table 3: Details of KPI changes, Apr – Sep 22:

KPI	KPI Description	Previous			Revised			Change Date	Description of Change	Reason for Change	Current Status
		pts	TSL	MSL	pts	TSL	MSL				
ACF_KPI_03	% of new, and change of circumstance, financial assessments for non-res care completed within 15 Business Days of referral from the Council	23	75.00	60.00	n/a	n/a	n/a	31/03/22	Replaced by revised measure ACF_KPI_11.	Difficulties providing accurate performance reporting.	Replaced - ref. CCN109.
ACF_KPI_04	% of new, and change of circumstance, financial assessments for residential care completed within 15 Business Days of referral from the Council	23	75.00	60.00	n/a	n/a	n/a	31/03/22	Replaced by revised measure ACF_KPI_12.	Difficulties providing accurate performance reporting.	Replaced - ref. CCN109.
ACF_KPI_11	Percentage of new, and change of circumstance, financial assessments for non-residential care in each month completed within 14 Working Days of receipt of completed Financial Assessment form and all supporting documentation from the Adult Care Service User or their representative.	n/a	n/a	n/a	23	90.00	85.00	01/09/22	Improved measure.	New measure in consideration of approaches taken by other Authorities.	New measure - ref. CCN109.
ACF_KPI_12	Percentage of new, and change of circumstance, financial assessments for residential care in each month completed within 14 Working Days of receipt of completed Financial Assessment form and all supporting documentation from the Adult Care Service User or their representative.	n/a	n/a	n/a	23	90.00	85.00	01/09/22	Improved measure.	New measure in consideration of approaches taken by other Authorities.	New measure - ref. CCN109.

6. Green Trend Analysis

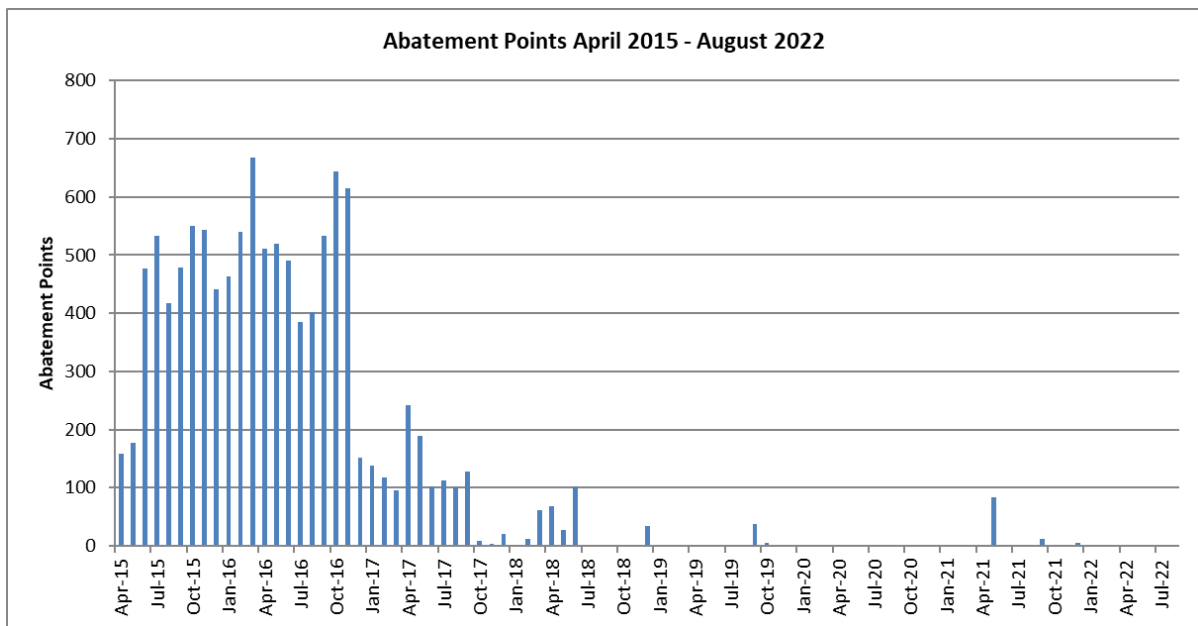
This section aims to note any significant changing trends in those KPIs which have met the TSL but may be showing signs of significant performance change - deterioration or improvement. The analysis uses only the 'green' performance results and has built a picture from April 2018 to date. The purpose of this analysis is to anticipate potential long-term trends in 'normal' delivery, with a view to identifying any developing areas of concern.

For the period ending August 2022, 76% of the green KPIs are currently stable or improving. The result in February 2022 was 72%. None of the KPIs are on a trajectory to fail before contract end.

7. 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 Aug 2022:



8. Conclusion

KPI Performance Summary April to September 2022:

The review period has seen a marked change in the recruitment market, and Serco have had to work hard to attract candidates to their vacancies, which are running at higher than usual levels. The Council has also increased demand on Serco's BAU resource during this period, for the purpose of supporting the Council on the various exit activities which have stepped up significantly since the last report to this Board. Despite this, the period showed a strong 'green' performance, with no TSL/ MSL failures.

Serco Highlights for the review period April to September 2022:

Graham Beckett, Serco Operations Director, will provide an additional verbal update at the meeting.

9. Consultation

a) Risks and Impact Analysis

Not Applicable

10. Background Papers

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

This report was 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:	27 October 2022
Subject:	Health and Safety Annual Report 2021-22

Summary:

This report gives an overview of key achievements, activities and statistics across all Directorates related to Lincolnshire County Council's (LCC) compliance and implementation of Health and Safety legislation and its statutory duties.

Actions Required:

The Overview and Scrutiny Management Board is invited to seek assurance and comment on the contents of the Health and Safety Annual Report 2021-22.

1. Background

1.1 Annual Report

The annual report covers the period between April 2021 and March 2022 and highlights actions undertaken to ensure our statutory requirements, under health and safety legislation, are met and gives a level of assurance within key areas of compliance. This year's report covers the significant and key actions taken by LCC to recover from the COVID-19 restrictions and start to re-gain assurance that health and safety standards within a Smarter Working environment are compliant.

The final report is published on the Council's website and is split into five sections:

- Key Results
- Employee Wellbeing
- Support the Business
- Key Actions
- Future Priorities

1.2 Areas of focus

- No enforcement action or intervention from the Health and Safety Executive (HSE).
- Over 9000 Health and Safety (H&S) related e-learning courses were completed by LCC employees, our highest number ever in a single year.
- Development and implementation of a new on-line health and safety auditing system.
- The full corporate roll out of our new EVOSAFE incident reporting system.
- Development of a “one stop shop” on-line health and safety HUB.
- Our Schools Health and Safety self-assessment achieved a 100% returned rate for the fourth consecutive year with a majority consistently reporting “best practice”.
- No dangerous occurrence that required reporting to the HSE under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).

1.3 Items to note

EVOSAFE Incident reporting system

The introduction of the new EVOSAFE on-line incident reporting system in April 2021 allowed employees to not only record accidents which resulted in some form of injury but also to record any “near misses” and “dangerous occurrences” and will also record the number of working days lost because of work-related injuries. This additional information will help managers to identify potential trends or patterns, the severity of incidents occurring within their services and take action to reduce the risk of future injury or loss and where future support may be required.

Working Smarter

With the introduction of smarter working, we reviewed our existing workstation assessments and developed the new “Smarter Working” assessment. This new assessment replaced the need for employees to complete both the Home and Office assessments and is designed to give assurance of compliance and the wellbeing of staff when using all workstations.

Embracing the future

COVID focused us to re-think how we delivered our service. Given the proven success of the schools on-line H&S self-assessment, we used that as a foundation for developing a new on-line based auditing process. This gave us the ability to gather the necessary data and give assurance on compliance in a more efficient and effective manner, allowing us to complete the backlog from 2020-21 as well as our 2021-22 audit plans.

It’s Good to Talk

A full review of the *G6 Consulting with Employees on Health & Safety* policy was undertaken. The revised policy outlines the various levels of appropriate and proportionate consultation that is required, depending on the size and scale of the update, amendment or review that has been undertaken. Good employee engagement has four key principles: -

- **talk** to each other about issues
- **listen** to their concerns and raise your own
- **seek** and **share** views and information
- **discuss** issues in good time
- **consider** what employees say before you make decisions

2. Conclusion

The Board is invited to seek assurance and comment on the contents of the Health and Safety Annual Report 2021-22 attached at Appendix A.

3. Consultation

a) Risks and Impact Analysis

See Health and Safety Annual Report – Appendix 3.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Health and Safety Annual Report 2021-22

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 Fraser Shooter who can be contacted on 07768 102433 or by e-mail at fraser.shooter@lincolnshire.gov.uk.

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Health & Safety

Annual Report 2021-22



Contents

Executive summary Page 1

Key results Page 2

Employee Health, Safety & Wellbeing Page 5

Supporting the business Page 6

Key actions Page 7

Future priorities Page 8

Appendix 1 - Our objectives

Appendix 2 - EVOSAFE statistics

Appendix 3 - Our risks

Executive Summary

Welcome to the council's annual Health and Safety report for 2021/22.

As we are all very aware Covid-19, unfortunately, did not just go away in 2021/22 and continued to present challengers and obstacles. This annual report covers the ways in which many of these were overcome and, in many cases, forced changes that had a positive effect on the delivery of health and safety services.

Regular readers will not need to be reminded that to deliver our services to the people of Lincolnshire, good health and safety management plays an essential role. The ability to change and adapt quickly, and how this support is given, ensures not only an effective and efficient service but also the continued compliance of our statutory health and safety duties to both our employees, our service users, and the people of Lincolnshire.

This year saw the Corporate Health and Safety Team not only continue to provide ongoing support to managers, individuals and Lincolnshire Fire & Rescue's Health & Safety team, but also use the challenges from Covid-19 as opportunity for change. By embracing priorities from the LCC digital strategy and working with managers across all services, an all-new digital audit process was born. This enabled not only the 2021/22 audit plan to be completed, but also the backlog from 2020/21.

So, despite the on-going challenges from the pandemic, opportunities to improve and grow our Health and Safety management have been identified and taken. And with the introduction of the new Managing Safely in LCC training course, and H&S KPIs for 2022/23, things continue to look positive as we move into a post Covid-19 era and a smarter way of working.



Andrew Crookham
Executive Director – Resources



Cllr Mark Whittington

Key Results

This corporate update report provides a summary of the Health and Safety activities for 2021-22 and gives assurance on how well the council manages its health and safety risks.



Once again, there have been **no occasions** or **reasons** for the HSE to take any formal or enforcement action against us.



Over 9,000 e-learning health and safety courses, covering 14 key subjects, were completed by LCC employees in 21-22 (our highest-ever number).



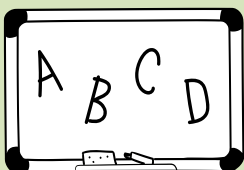
The design, development, trialling and implementation of a new on-line remote health and safety audit system.



The full corporate-wide launch of the new EVOSAFE incident reporting system, allowing us to capture more incident data.



Development and construction began of a new on-line health and safety hub on SharePoint, a single 'one-stop' shop for managers and employees to access information and guidance.



A 100% return rate from our school's health and safety self-assessment programme for the fourth consecutive year with majority of schools consistently reporting 'best' practice.

Key Results

“Working smarter”

With the introduction of smarter working, we reviewed our existing workstation assessments and developed the new “Smarter Working” assessment. This new assessment replaced the need for employees to complete both the home and office assessments and is designed to give assurance of compliance and the wellbeing of staff when using all workstations.



“Embracing the future”

Covid focused us to re-think how we delivered our service. Given the proven success of the schools on-line H&S self-assessment, we used that as a foundation for developing a new on-line based auditing process. This gave us the ability to gather the necessary data and give assurance on compliance in a more efficient and effective manner, allowing us to complete the backlog from 2020-21 as well as our 2021-22 audit plans.



“It’s all about the data”

2021-22 will give us the first full year's incident data from the new EVOSAFE system. The new system will, for the first time, allow us to calculate the amount of time lost due to work-related accidents, potentially helping to identify any trends or patterns and highlighting where support is best directed for 2022-23.

“Information, information, information”

The introduction of SharePoint across the authority has given us the opportunity to start integrating our policies, guidance and systems. With the development of the Corporate Health & Safety Hub, we now have one interactive location where all managers and employees can easily access our services digitally.

Key achievements

It should not be acceptable



A task and finish group was established to review the current situation in relation to abuse and aggression experienced by our employees. Questions were included within the 2021 employee survey around the types and frequency of abuse. This identified a trend within some service areas of a culture of “acceptance” towards certain types of abusive behaviour and, therefore, incidents not being reported. Further work investigating the reasoning behind this culture will be undertaken in 2022-23. However, it was positive to see that the vast majority of employees who did implement the current policy felt they were supported and kept informed.

Coming to the Aid

With the new smarter way of working now becoming the norm and employees no longer to be working at fixed desks or buildings, we needed to ensure a level of first aid cover could still be easily achieved. The Introduction of a first aid e-learning course offers an additional layer of support to managers who can draw on this based on the findings of their First Aid Risk Assessment.



The end of year 2

Covid continued to be managed throughout 2021-22 with regular reviews of risk assessment and restrictions to ensure they complied with the most up to date Government guidance. As national restrictions began to be lifted, we continued to monitor and review the situation to evaluate what control measures could be removed and when, to ensure the risk was suitably managed during the transition back to the new normal.

It's good to talk

A full review of the *G6 Consulting with Employees on Health & Safety* policy was undertaken. The revised policy outlines the various levels of appropriate and proportionate consultation that is required, depending on the size and scale of the update, amendment or review that has been undertaken. Good employee engagement has 4 key principals:

- **talk** to each other about issues
- **listen** to their concerns and raise your own
- **seek** and **share** views and information
- **discuss** issues in good time
- **consider** what employees say before you make decisions.

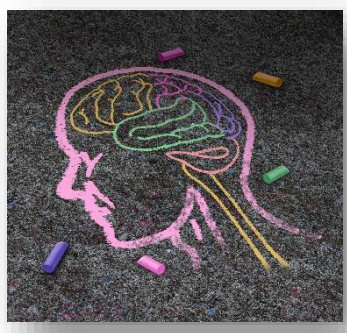


Health, safety & wellbeing

Body and mind

The Health & Wellbeing Strategy continues to support our employees to develop and maintain a healthy lifestyle, helping towards improving both physical, mental and emotional wellbeing. Over 400 employees have been involved with either “Workout Wednesdays” or “Lunchtime Mindfulness Sessions”. We’ve also seen over 600 employees and managers attend the “Resilient Me” workshops and another 200 complete the “Brilliant Me” sessions.

“Employee wellbeing needs to be integrated throughout the organisation, embedded in its culture, leadership and people management.”



Supporting a healthy workforce

The strategy helped to launch and support a number of key programmes to help with improving our employees mental health and wellbeing, these include:

- Wellness action plan, mindful employer
- Flexible working and sickness absence policies
- Support and Counselling Service & Occupational Health.

Health & Wellbeing HR Hub

Guidance and information has been brought together to support employees and managers. There is a host of information related to wellbeing that can be accessed via the Hub, i.e., general and mental health, physical and financial wellbeing along with access to relevant policies, helpful tips or external support, guidance, programmes and charities.



Speak to someone

One of the highlights in October 2021 was the launch of the Mental Health First Aider project. A total of 54 MHFA colleagues have now completed their training and are situated across all LCC directorates and a wide range of service areas. Employees can access this support via the HR Hub.

Further details and information on employee health and wellbeing can be found on the LCC [Equality, Diversity and Inclusion](#) page and Annual Report.

Smarter, not harder

In last year's annual report, we spoke about the need for health and safety support services to have the ability to quickly change and adapt to an ever-changing world, so we remain not only effective and efficient but also legally compliant. We identified several key priorities we would be focusing on throughout 2021-22 to ensure we are ready for the future. Below we outline some of the work we have undertaken towards achieving these priorities.

Self reliant tools

- Interactive flowcharts for RIDDOR reporting and Driving Assessment
- Module-based "self learn"
- "Quick Card" user guidance

Targeted support

- Follow up "physical" audits based on the results of the findings of the on-line audit
- Workplans for audits & policy reviews scheduled up to 2025

Focused interface

- Interactive subject hub pages
- "One-stop shop" for H&S guidance on the hub

Embracing digital

- Development of the H&S hub
- Transferring classroom courses into an e-learning format
- On-line contractor H&S evaluation tool

Culture change

- The move to digital audits
- Replacing documents with user-friendly interactive hub pages
- Remote training replacing classroom sessions

Compliance lead

- Quarterly H&S updates reports to every directorate
- Corporate H&S KPI targets for 2022-23

The Performance Map

The map has been developed and introduced to set out a statement of intent and provides structure to the scrutiny of health and safety management. Allowing a consistent approach to monitoring, measuring effectiveness and identifying both strengths and areas for improvement, all of which sit under four safety principles:

Culture – Compliance - Proactive - Reactive

Designed to provide confidence and assurance that we remain compliant with our legal health and safety obligations.



Key actions

The council has appropriate systems and processes in place to ensure good Health & Safety management is maintained. We are satisfied that these work well, however there is always room for continuous improvement. Our focus over the past several years included the following areas:

What we have done

Actions identified/undertaken	Progress
<p>Digital health and safety auditing</p> <p>The introduction of a digital auditing system across all directorates has now been completed and a 3-yearly rolling rota of audits is now established.</p>	<p>completed</p>
<p>Health and Safety staff survey</p> <p>Developed, tested and implemented as part of the Health & Safety Performance Map, the on-line survey tool is now available for managers to use within 1-2-1s to gather data so they can monitor performance against the KPIs.</p>	<p>completed</p>
<p>Health and Safety Digital hub</p> <p>The development and introduction of an all new digital Health & Safety Hub. A single point of access for all managers and employees to access information, guidance and tools.</p>	<p>on-going</p>
<p>Display Screen Equipment (DSE)</p> <p>Developing and implementing a new “smarter working” workplace DSE assessment to ensure the smarter working project is compliant with the requirements of the DSE regulations.</p>	<p>completed</p>
<p>Management training</p> <p>Transforming the current Managing Safely in Lincolnshire course into a blended learning experience, using digital tools, interactive systems and face to face training.</p>	<p>on-going</p>
<p>Consultation with employees</p> <p>Review of the current G6 Consulting with Employees on Health & Safety policy that ensures compliance with the 1977 regulations but doesn't create additional red tape.</p>	<p>completed</p>

Future priorities

To ensure our systems and processes remain in good working order and we continue to grow our service provision, we continually review and investigate areas where improvements or efficiency savings can be made. Our focus for 2022-23 includes the following areas:

Key activity	Lead officer/team	Timescales
Review and re-launch of the Driving Assessment Toolkit (DAT) for the next 3-year period 2022-25	The Corporate Health and Safety Team	From July 2022
Full corporate roll out of the newly developed “Managing Safely in Lincolnshire” course	The Corporate Health and Safety Team	April 2022 to March 2023
Implementation of the new Section S278 – Contractor H&S Evaluation system for permitted works on the highway	The Corporate Health and Safety Team & Highways (Place)	From July 2022
Development of a system for evaluating the H&S documentation of external companies tendering for LCC contracts	Corporate Health and Safety Team	From Sept 2022
Review both First Aid and Fire Marshal procedures to ensure continued compliance within a Smarter Working environment	Corporate Health and Safety Team	From July 2022

Appendix I

our objectives

The council recognises that good health and safety management supports the delivery of our services to the people of Lincolnshire.

We are committed to providing and maintaining a healthy and safe working environment for all our employees, ensuring that their work does not adversely affect the health and safety of others, such as service users, visitors and contractors.

Having reviewed this, our key objectives remain the same:

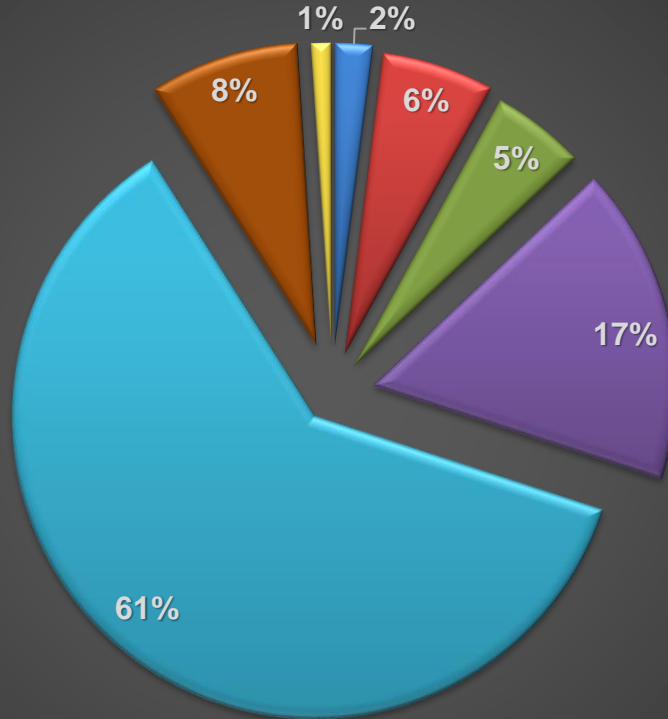
- to comply with the requirements of relevant legislation;
- to identify hazards (the potential for harm), assess risks (the likelihood of that harm being realised) and manage those risks;
- to ensure that all employees (and others as appropriate) are adequately informed of the identified risks and, where appropriate, receive instruction, training and supervision;
- to consult with employees' representatives on health and safety matters;
- to provide and maintain safe and healthy premises and work environment;
- to ensure that employees are competent to do their tasks, by providing training where necessary;
- to ensure that contractors are competent to manage the health and safety aspects of their work;
- to maintain appropriate health and safety management systems and arrangements and;
- to monitor and review the effectiveness of the safety management systems and arrangements and, where appropriate, implement improvements.



Appendix 2

EVOSAFE report forms

Percentage split of reported incidents



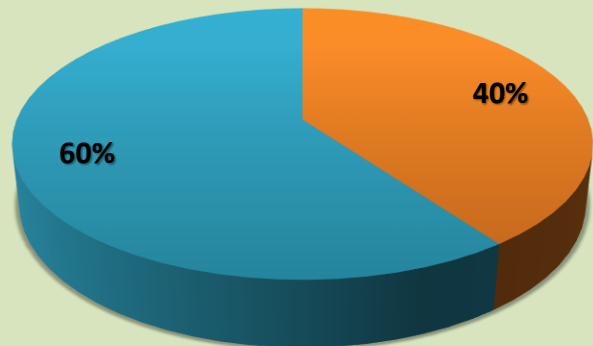
- Resources
 ■ Adults & Comm Wellbeing
■ Place
- Childrens (Educational)
 ■ Childrens (All Other Services)
■ Fire & Rescue
- Commercial

Total number of completed report forms = 1319

***Accidents = 1130**

****Near miss = 174**

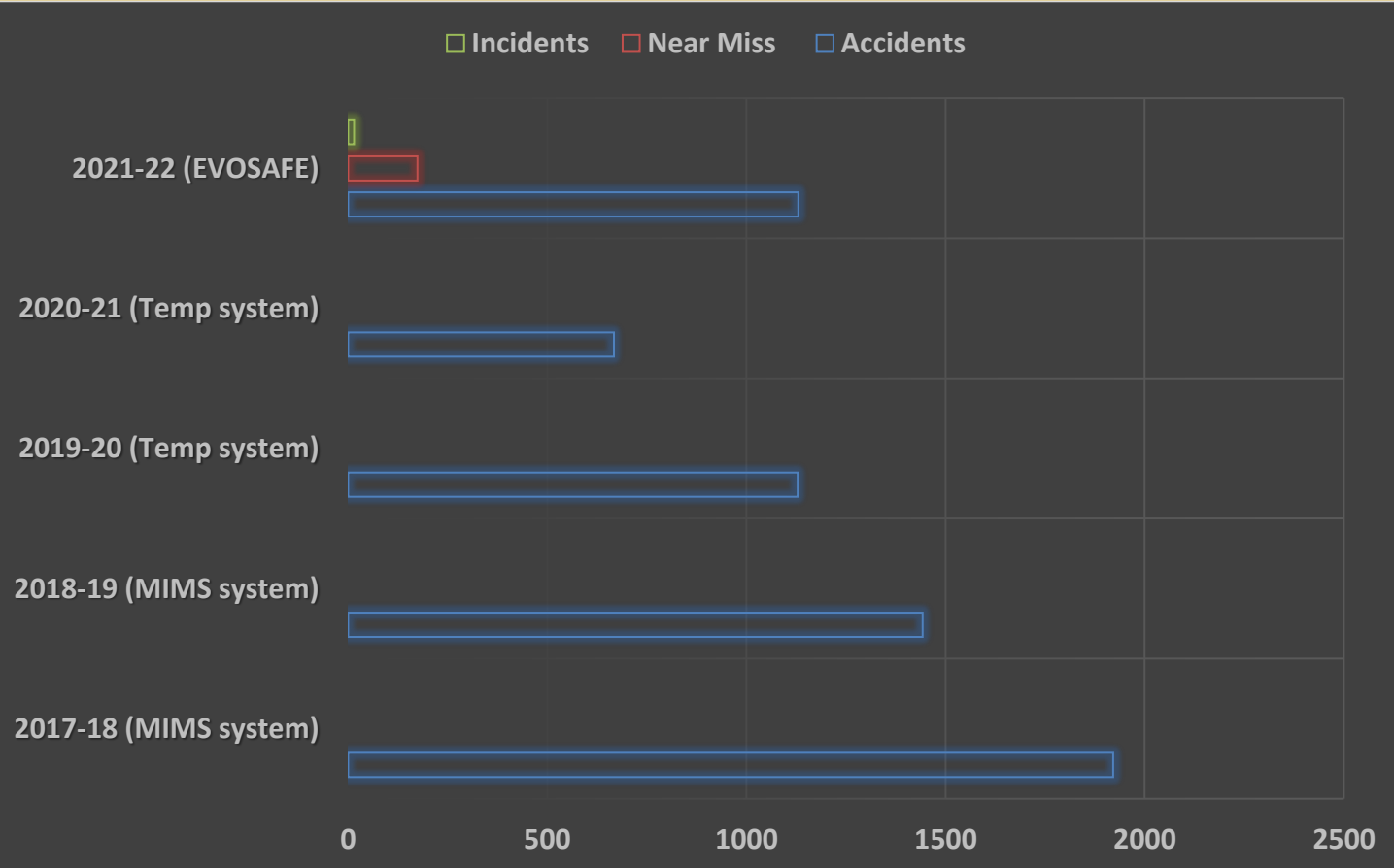
*****Incidents = 15**



*Accident = resulted in injury ** Near miss = could have caused injury *** Incident = no injury but caused damage to equipment, etc

Appendix 2

EVOSAFE report forms



79 formal reports of “intentional” abuse or aggression

Compared to over 600 employees who identified they had received some form of abuse within the staff survey

We now have the ability to formally record “Near miss” type incidents

These figures will increase as more staff become aware of the need to formally report



A 17% increase in the total number of reports compared to 2019-20

EVOSAFE was heavily promoted and this, combined with the new ability to record “Near miss” & “Incidents” accounts for the increase

A total of 223 days were lost to injuries resulting from accidents

This accounts for less than 0.1% of the total number of days worked in 2021-22



Appendix 3

our risks

Health and Safety risks

There are no changes to the biggest health and safety risks the Council faces:

Risk	Mitigating actions	Inherent risk rating	Level of assurance
Failure to notify the HSE of RIDDOR-reportable incidents / injuries within the regulated timescales	<ul style="list-style-type: none"> Policy and guidance to be reviewed. New IT system to be installed with automated messages. New process to be incorporated within Managers Health & Safety training 	Amber	Substantial
Inadequate Health & Safety knowledge/ understanding within middle and senior management	<ul style="list-style-type: none"> New Managing Safety launched for 2022-23 25% KPI of managers PA to complete training Targeted questions within digital audit 	Amber	Limited/ Improving
Maintenance of effective governance arrangements	<ul style="list-style-type: none"> Corporate Steering Group Directorate groups Revised TOR for Health & Safety Gov' structure 	Green/ Amber	Substantial
Enforcement action from the Health & Safety Executive against LCC	<ul style="list-style-type: none"> Reviewing policies/procedures Introduction of corporate training programme Provision of competent support/advice services RAG-rated directorate work plans 	Amber/ Red	Substantial
Enforcement action from the Health & Safety Executive against LCC's partners/contractors	<ul style="list-style-type: none"> Contractor Health & Safety evaluation Joint partnership meetings Inspection & overview programmes Contractor handbook 	Amber	Substantial

Key

The Impact	Inherent risk rating	Assurance rating
Enforcement Action / Prosecution Financial Costs – fines, claims Representational costs – negative media coverage Harm to employees Harm to services users Impact on service delivery	High - very large fines, criminal prosecution, death or life changing injury, prohibition of services.	Low – minimal level of confidence over the design and operation of controls, performance or management of risk.
	Medium - significant fine, breaches of legislation, serious injury or harm, improvement notices for service.	Limited - medium level of confidence over the design and operation of controls, performance or management of risk.
	Low - monitor and be aware, activity to mitigate the risk within existing service delivery plans / management arrangements.	Substantial - high level of confidence over the design and operation of controls, performance or management of risk.



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

Report to:	Overview and Scrutiny Management Board
Date:	27 October 2022
Subject:	Scrutiny Committee Work Programmes: - <ul style="list-style-type: none">• Environment and Economy Scrutiny Committee• Highways and Transport 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 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 Environment and Economy Scrutiny Committee and the Highways and Transport Scrutiny Committee and includes information on activity since 26 May 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 26 May 2022 by:
 - (a) the Environment and Economy Scrutiny Committee; and
 - (b) the Highways and Transport Scrutiny Committee.
- (2) The Board is requested to determine whether it is satisfied with the planned work programme of:
 - (a) the Environment and Economy Scrutiny Committee; and
 - (b) the Highways and Transport 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.

Environment and Economy Scrutiny Committee and Highways and Transport Scrutiny Committee Flood

Since 26 May 2022, when a report was last submitted, the Environment and Economy Scrutiny Committee has met on 12 July 2022 and was due to meet on 13 September 2022, but the meeting was adjourned following the passing of Her Majesty the Queen. The September meeting will now be reconvened on 25 October 2022, which is the date of the next meeting. Similarly, the Highways and Transport Scrutiny Committee has met on 30 May 2022, on 18 July 2022 and was due to meet on 12 September 2022 but the meeting was adjourned following the passing of Her Majesty the Queen. The September meeting will now be reconvened on 24 October 2022, which is the date of the next meeting. The key activities since the above dates 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 April 2023: -

Scrutiny Committee	Monitoring Date	Monitoring Date	Monitoring Date
Adults and Community Wellbeing	25 Aug 22	24 Nov 22	23 Feb 23
Health			
Children and Young People	29 Sept 22	15 Dec 22	30 Mar 23
Public Protection and Communities			
Environment and Economy	27 Oct 22	26 Jan 23	27 Apr 23
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 Environment and Economy Scrutiny Committee and the Highways and Transport Scrutiny Committee.

3. Appendices – These are listed below: -

Appendix A	Environment and Economy Scrutiny Committee – Activity and Planned Work
Appendix B	Highways and Transport 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 Kiara Chatziioannou, Scrutiny Officer, who can be contacted on 07500 571868, or via kiara.chatziioannou@lincolnshire.gov.uk.

ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE

ACTIVITY REPORT

Since its last report to the Board, the Committee has met on 12 July 2022 with a second meeting due on 25 October 2022. Full details on all the items considered at these meetings are available on the County Council's website:

<https://lincolnshire.moderngov.co.uk/mgCommitteeDetails.aspx?ID=548>

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

12 JULY 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
1 Service Level Performance Reporting against the Performance Framework 2021/2022 - Quarter 4	<p>The Committee considered the Quarter 4 performance for Economy, Waste and Flooding Services and the following comments were raised:</p> <ul style="list-style-type: none"> • English for Speakers of Other Languages (ESOL) courses were designed to fill a gap in learning provision. • More focus on employment outcomes concerning the hospitality, construction and health sectors was requested in future reports. • Officers were exploring options in reporting the flooding of outbuildings. A backlog of Section 19 investigations took priority. • More data was needed to analyse the fall in recycling at Household Waste Recycling Centres (HWRCs) and better inform performance targets. • The Government was pushing to tax businesses on waste. • Separate paper and card collections being rolled out across the county were improving the quality of recycling. • Work was underway to investigate haulage capacity of waggons.

12 JULY 2022

2	Adult Skills & Family Learning Programme 2021/22 (inc. plans for academic year 2022/23)	<p>This report provided an overview of the activity delivered by the Adult Skills & Family Learning Service in 2021/22.</p> <p>Members were informed that funding for Level 3 qualifications had been secured to roll out additional courses. The adult learning system was fragmented, and work was underway between the Council and the Government to help join up the system and allow greater focus for local priorities.</p>
3	Environment Act 2021 - General Implications	<p>The Committee was informed of the requirements the authority will face as and when the individual elements of the Environment Act 2021 come into force.</p> <p>Members were informed that new (limited) burden funding was available to help with the costs of resourcing new waste collection plans. Per household waste production metrics were favoured by waste collection authorities so they could calculate service provision. Traffic measurements were administrated by the environmental health authority under air quality plans.</p>
4	Update on Visit Lincolnshire & Tourism Commission	<p>Members were informed of the activities undertaken in year 1 (2021/22) to deliver the Tourism Commission Action Plan.</p> <p>Some of the comments raised in debate included:</p> <ul style="list-style-type: none">• Lincolnshire had historically not promoted its tourism offer as well as neighbouring counties. Work was underway to promote the county and make up for lost opportunities.• Lincolnshire had a lack of accommodation to support the visitor economy at busy points throughout the year.• Tourism Officers across the county were currently meeting once a week to establish a joined-up approach across authorities.• The pandemic had skewed data reporting for the past two years. Pre-pandemic data from 2019 was being used to inform work going forward.

12 JULY 2022

5	Business Lincolnshire Growth Hub Annual Performance and future business support landscape	<p>This report was pertinent to activity delivered by the Business Lincolnshire Growth Hub and the activity of other business support delivery partners.</p> <p>During consideration of the report, the following comments were raised:</p> <ul style="list-style-type: none"> • The success of the Growth Hubs was measured by the number of jobs created. • The Growth Hubs proved to have a positive net effect on job creation.
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PLANNED WORK

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

25 OCTOBER 2022 (INCLUDING ADJOURNED MEETING -13 SEPTEMBER 2022)

25 OCTOBER 2022 (INCLUDING ADJOURNED MEETING -13 SEPTEMBER 2022)			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1	Household Waste Recycling Centres (HWRCs) Reception Facilities Dynamic Purchasing System (DPS)	Mike Reed, Head of Waste	Committee members will be briefed on the decision taken and published on 22 September 2022.
2	Service Level Performance Reporting Against the Performance Framework 2022 - 2023 – Quarter 1: <ul style="list-style-type: none"> • Economy • Flooding • Waste 	Samantha Harrison, Head of Economic Development Chris Miller, Head of Environment Mike Reed, Head of Waste	This is a quarterly report on performance for the Economy, Flooding and Waste Services.
3	Coastal Car Park Strategy	Chris Miller, Head of Environment	This report is on the development and revision of the car parking strategy at the six County Council owned car parks on the East Coast and within the Coastal Country Park.

25 OCTOBER 2022 (INCLUDING ADJOURNED MEETING -13 SEPTEMBER 2022)

25 OCTOBER 2022 (INCLUDING ADJOURNED MEETING -13 SEPTEMBER 2022)			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
4	Lincolnshire Reservoir – Position Paper	Matthew Harrison, Flood and Water Manager	This report is on the new reservoir and the opportunities and economic benefits it creates for Lincolnshire.
5	Energy For Growth	Mick King, Head of Economic Infrastructure Johanna Rhoades, Project Officer – Utilities	This paper is on the Council’s approach to energy for growth and provides an overview of the utilities work programme being delivered by the Economic Infrastructure Team within the Growth Service Area.
Information Only Item			
6	Theddlethorpe Gas terminal: update	Justin Brown, Assistant Director Growth	This is a regular update to the Committee on developments at Theddlethorpe Gas Terminal.

29 NOVEMBER 2022

29 NOVEMBER 2022			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1	Service Level Performance Reporting Against the Performance Framework 2022 - 2023 – Quarter 2: <ul style="list-style-type: none"> • Economy • Flooding • Waste 	Samantha Harrison, Head of Economic Development Chris Miller, Head of Environment Mike Reed, Head of Waste	This is a quarterly report on performance for the Economy, Flooding and Waste Services.
2	Planning Reform and Levelling Up and Regeneration Bill (LURB)	Phil Hughes, Strategic Planning Manager	This report provides a summary of proposed changes to the planning system contained in the LURB and likely implications for Lincolnshire.
3	Household Waste Recycling Centre (HWRC) Operational Contract Procurement	Mike Reed, Head of Waste	This report is for pre-decision Scrutiny prior to an Executive Decision on 6 December 2022.

29 NOVEMBER 2022

<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
4	Business Premises Portfolio Lettings Policy Simon Wright, Regeneration and Portfolio Manager Kelly Owbridge-Tasker, Portfolio Team Leader, Economic Infrastructure	This report provides an overview of the Business Premises Portfolio Lettings Policy.
5	Team Lincolnshire Investment Strategy Samantha Harrison, Head of Economic Development Karen Seal, Principal Place and Investment Officer	This report provides an update on the Team Lincolnshire Investment Strategy.
6	Energy Options Analysis for Greater Lincolnshire -Interim Report Mick King, Head of Economic Infrastructure Johanna Rhoades, Project Officer – Utilities	This report provides a review and analysis of Energy Options for Greater Lincolnshire.
7	Charging rates in Planning Services Neil McBride, Head of Planning	This report provides an update on the changing rates in Planning Services.
8	Infrastructure Update Vanessa Strange, Head of Infrastructure Investment	This report provides an update on Infrastructure projects.
9	Recycling and Food Waste Collection Mike Reed, Head of Waste	This report is on the progress of the Recycling and Food Waste Collection project.

Items to be Programmed

- Alternative Fuels
- Climate Change Impact
- Elements of Environment Act (TBC, Oct/Nov 2022)
- Endorsement of Strategic Infrastructure Delivery Plan
- Future plans for business support initiatives
- Green Technology Grant
- Historic Places Team Strategy
- Horncastle Industrial Estate extension Mick King, Head of Economic Infrastructure & Hayley Redford, Project Officer- Place (Nov 2023)
- Lincolnshire Reservoir – Progress Updates
- Local Electric Vehicle Initiative scheme
- Local Nature Recovery Strategy (inc Greater Lincolnshire Nature Partnership Update)

- Ongoing relationship with Department for Education and Department for Work and Pensions
- Outcomes of energy analysis and next steps
- Planning White Paper- 2023-24
- Property Green Agenda – potential guest presentation facilitated by Sustainability
- Sutton Bridge place-making Mick King, Head of Economic Infrastructure & Hayley Redford, Project Officer- Place (Nov 2023)
- The role of LEPs and the relationship with LCC following government guidance (Feb 2023)
- Update to Paper and Card Waste Collection Project (Spring/Summer 2023)
- Verge Biomass Management
- Visitor economy current situation and prospects for 2023
- Waste Performance Targets - Setting of Targets

HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE

ACTIVITY

Since its last report to the Board, the Committee has met on 30 May 2022, on 18 July 2022 with a third meeting due on 24 October 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?CommitteeId=492>

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

30 MAY 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
1 Gainsborough Transport Strategy	<p>The report set out the final update on the Gainsborough Transport Strategy and the main Gainsborough Transport Strategy 2022 documents.</p> <p>During consideration Members raised the following points:</p> <ul style="list-style-type: none"> • In-person visits to transport strategy sites in the future to be considered. • A more service-based economy may take prominence. • Stakeholder engagement had been undertaken successfully for this strategy, particularly emphasising the engagement with West Lindsey District Council.
2 Speed Limits Review - Task & Finish Group Verbal Update	<p>This verbal update set out a proposal for an officer task and finish group to look at terms of reference for a potential Speed Limits Review (now known as the Traffic Management review).</p> <p>Following discussion at the meeting, the Committee agreed to commission a working group of councillors to explore the issues and identify terms of reference prior to a potential formal review by a scrutiny panel. This working group was approved at the meeting on 18 July 2022.</p>

30 MAY 2022

3	Levelling Up Schemes – Verbal Update	<p>This was a verbal update and visual presentation on Levelling Up schemes.</p> <p>Issues covered in the presentation included:</p> <ul style="list-style-type: none">• A16 - Marsh Lane Roundabout, Boston• Active Travel Project in Boston• A16 – Kirton Junction• A16 – Greencell Roundabout, Spalding• A16 – Springfield Road Roundabout, Spalding• Active Travel Project in Spalding• Overall programme of works
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18 JULY 2022

<i>Item</i>		<i>Summary of Outcomes</i>
1	Passenger Transport Annual Update	<p>The Committee received an annual update on Passenger Transport Matters relating to public transport.</p> <p>During consideration Members raised the following points:</p> <ul style="list-style-type: none">• Driver shortages continued to impact services.• Members agreed Call Connect was offering a good service across the county with good coverage – providing routes that were not viable for timetabled operators.• Alternative fuel buses were being investigated by operators, with larger operators pursuing national policies on reducing emissions.
2	Winter Service Plan 2022/23	<p>The Committee unanimously supported the recommendations set out in the report.</p> <p>The Committee agreed that their views were passed on to the Executive Councillor for Highways, Transport and IT in relation to the consideration of this item.</p>

18 JULY 2022

<i>Item</i>		<i>Summary of Outcomes</i>
3	Performance Report, Quarter 4 - (1 January 2022 - 31 March 2022)	<p>The Committee was provided with the latest Highways Service performance data.</p> <p>During consideration Members raised the following points:</p> <ul style="list-style-type: none">• In relation to a Surface Dressing compensation claim that had been received from a member of the public, officers confirmed that claims of this nature were reviewed on a case-by-case basis to determine if the Council and its contractors carried out the works in the correct way.• The improvements to pothole and drain temporary cover repairs were welcomed.• The contractor backlog regarding drainage repairs was set to be cleared by the end of the month.
4	Highways - Gully Cleansing/Repair and Surface Water Flooding	<p>The Committee received information on the reactive, cyclic, and planned aspects of highways drainage maintenance including low-level flooding response.</p> <p>During consideration Members raised the following points:</p> <ul style="list-style-type: none">• Targeted works were welcomed.• Flood event categories were becoming less appropriate as floods classed as once in a 100-year event were becoming more and more frequent.
5	Review of Traffic Management in Lincolnshire	<p>Further to the item on Speed Limits Review considered at the meeting on 30 May 2022, this item enabled the Committee to consider a proposal to set up a working group tasked with reviewing branches of the existing Traffic Management Policy.</p> <p>The Committee supported setting up the Working Group and requested that a membership was identified to take part in this.</p>

PLANNED WORK

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

24 OCTOBER 2022 (INCLUDING ADJOURNED MEETING -12 SEPTEMBER 2022)			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1	Highway Service - Inflation Options Paper	Jonathan Evans, Head of Highways Client and Contractual Management Services	The Committee will be briefed on the decision made and published on 20 September 2022.
2	Highway Service – Winter Maintenance Contract Award	Jonathan Evans, Head of Highways Client and Contractual Management Services	The Committee will be briefed on the decision made and published on 20 September 2022.
3	Highways Infrastructure Asset Management Strategy and	Clair Dixon, Policy and Strategic Asset Manager	The views of the Committee will be sought ahead of the item being considered by the Executive Councillor for Highways, Transport and IT for a decision between 31 October – 8 November 2022.
4	Highways Infrastructure Asset Management Plan	Clair Dixon, Policy and Strategic Asset Manager	The views of the Committee will be sought ahead of the item being considered by the Executive Councillor for Highways, Transport and IT for a decision between 31 October – 8 November 2022.
5	Re-procurement of Hirebike Scheme	Chris Miller, Head of Environment	The views of the Committee will be sought ahead of the item being considered by the Executive Councillor for Highways, Transport and IT for a decision between 25 October – 1 November 2022.

24 OCTOBER 2022 (INCLUDING ADJOURNED MEETING -12 SEPTEMBER 2022)

24 OCTOBER 2022 (INCLUDING ADJOURNED MEETING -12 SEPTEMBER 2022)		
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
6	Highways Quarter 1 Performance Report (1 April 2022 to 30 June 2022) Karen Cassar, Assistant Director - Highways Johnathan Evans, Head of Highways, Client and Contract Management Nicole Hilton, Assistant Director - Communities Verity Druce, Head of Transformation - Transport	This is the quarterly performance report.
7	Transport Quarter 1 Performance Report Nicole Hilton, Assistant Director - Communities Verity Druce, Head of Transformation - Transport	This is a quarterly performance report on transport services.
8	Transport Connect Updates Nicole Hilton, Assistant Director - Communities Helen Reek, Senior Projects Officer, Transport Services	This is an annual update report of the Transport Connect Service.

12 DECEMBER 2022

12 DECEMBER 2022		
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
1	Grantham Future High Street Public Realm Improvements EXEMPT Teresa James, Senior Project Leader (Major Schemes)	The views of the Committee will be sought ahead of the item being considered by the Executive Councillor for Highways, Transport and IT and the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) for a decision between 12 – 20 December 2022.

2	A16/Marsh Lane Boston and Boston Active Travel Scheme	Charlotte Hughes, Senior Project Leader-Place	The views of the Committee will be sought ahead of the item being considered by the Executive Councillor for Highways, Transport and IT for a decision between 14 – 16 December 2022.
3	Highways Quarter 2 Performance Report (1 July to 30 September 2022)	Karen Cassar, Assistant Director - Highways Johnathan Evans, Head of Highways, Client and Contract Management Nicole Hilton, Assistant Director - Communities Verity Druce, Head of Transformation - Transport	This is the quarterly performance report.
4	Transport Quarter 2 Performance Report	Nicole Hilton, Assistant Director - Communities Verity Druce, Head of Transformation - Transport	This is a quarterly performance report on transport services.
5	Highways – Gully Cleansing/Repair and Surface Water Flooding- Update	Richard Fenwick, County Highways Manager Shaun Butcher, County Programme Manager	This is a regular update report submitted to this Committee.
6	Grantham Transport Strategy	Karl Gibson, Senior Project Leader, Highways Infrastructure, Place Directorate	The Committee will receive information on the Transport Strategy for Grantham area.
7	Sleaford Transport Strategy	Karl Gibson, Senior Project Leader, Highways Infrastructure, Place Directorate	The Committee will receive information on the Transport Strategy for Sleaford area.
8	Skegness & Mablethorpe Transport Strategy	Karl Gibson, Senior Project Leader, Highways Infrastructure, Place Directorate	The Committee will receive information on the Transport Strategy for Skegness and Mablethorpe areas.

Items to be Scheduled

- Process for the adoption of Private Streets (TBC Autumn/Winter 2022)
- Civil Parking Enforcement Annual Report 2021 – 2022 (January 2023)
- Revenue and Capital Budget Proposals 2023/24 (January 2023)
- Route and Place Based Transport Strategies Annual Report (January 2023)
- Road Safety Partnership Update (March 2023)
- Levelling Up Fund - A16 Corridor Improvements - Springfields and Greencell (Pre-decision Scrutiny -Executive Councillor- 24 April – 2 May 2023)



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

Report to:	Overview and Scrutiny Management Board
Date:	27 October 2022
Subject:	Overview and Scrutiny Management Board Work Programme

Summary:

This item informs the Board of its current work programme for 2022/23.

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 2022/23, 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)

27 October 2022			
Item		Contributor	Purpose
1.	Transformation Programme Update (<i>with focussed overview on the Children in Care project</i>)	Clare Rowley, Head of Transformation Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance Tara Jones, Interim Assistant Director – Children’s Safeguarding Matthew Clayton, Interim Head of Capital Reform and Education Sufficiency	Performance Scrutiny
2.	Performance of the Corporate Support Services Contract	Arnd Hobohm, Serco Contract Manager	Performance Scrutiny
3.	Health and Safety Annual Report 2021-22	Fraser Shooter, Health and Safety Team Leader	Performance Scrutiny
4.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee 	Cllr Ian Carrington, Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes, Chairman of Highways and Transport Scrutiny Committee	Performance Scrutiny

24 November 2022			
Item		Contributor	Purpose
1.	Corporate Plan Success Framework 2022/23 – Quarter 2	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on 6 December 2022)
2.	Draft Infrastructure Funding Statement 2021/22	Vanessa Strange, Head of Infrastructure Investment	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"> • 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

15 December 2022

Item		Contributor	Purpose
1.	Business World ERP System Re-Design Update	Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance Louisa Harvey, ERP System Delivery Manager, Business World Sadie Rossington, Senior Project Officer	Performance Scrutiny
2.	Update on IMT Services <ul style="list-style-type: none"> • Data Services • Service KPI's & Service Issues 	Sue Cline, Head of Data Services and Business Intelligence Paul Elverstone, Lead IT Contract & Vendor Relationship Officer	Performance Scrutiny
3.	Developer Contributions Scrutiny Review – Third Monitoring Update of Action Plan	Justin Brown, Assistant Director – Growth Warren Peppard, Head of Development Management	Scrutiny Review Activity
4.	Establishment of the Legal Services Company – Progress Report	David Coleman, Chief Legal 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 January 2023			
Item		Contributor	Purpose
1.	Service Revenue and Capital Budget Proposals 2023/24	Keith Noyland, Strategic Finance Lead - Communities	Budget Scrutiny (Executive decision on 7 February 2023) (Council decision on 17 February 2023)
2.	Council Budget 2023/24	Michelle Grady, Assistant Director - Finance	Budget Scrutiny (Executive decision on 7 February 2023) (Council decision on 17 February 2023)
3.	Corporate Support Services Recommissioning Programme	Sophie Reeve, Assistant Director - Commercial	Policy Development
4.	<p>Overview and Scrutiny Work Programmes</p> <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Flood and Water Management Scrutiny Committee • Highways and Transport Scrutiny Committee 	<p>Cllr Ian Carrington, Chairman of Environment and Economy Scrutiny Committee</p> <p>Cllr Robert Reid, Chairman of Flood and Water Management Scrutiny Committee</p> <p>Cllr Mike Brookes, Chairman of Highways and Transport Scrutiny Committee</p>	Performance Scrutiny

23 February 2023			
Item	Contributor	Purpose	
1.	Corporate Plan Success Framework 2022/23 – Quarter 3	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on 7 March 2023)
2.	People Management Update Quarter 3	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
3.	Revenue Budget Monitoring Report 2022/23 – Quarter 3 to 31 December 2022	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 7 March 2023)
4.	Capital Budget Monitoring Report 2022/23 – Quarter 3 to 31 December 2022	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 7 March 2023)
5.	Treasury Management Performance Quarter 3 to 31 December 2022	Karen Tonge, Treasury Manager	Performance Scrutiny
6.	Treasury Management Strategy Statement and Annual Investment Strategy 2023/24	Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Pre-Decision Scrutiny (Executive Councillor Decision TBC)
7.	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

30 March 2023			
Item	Contributor	Purpose	
1.	Transformation Programme Update	Clare Rowley, Head of Transformation Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance	Performance Scrutiny
2.	Property Services Contract Year Seven Report	Stuart Wright, Contract Manager - Corporate Property	Performance Scrutiny
3.	Update on IMT Services - User Engagement and Project Portfolio	Donna Fryer, Head of Portfolio and Resources Allison Kapethanasis, Head of Service Delivery and User Engagement	Performance Scrutiny
4.	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

27 April 2023			
Item	Contributor	Purpose	
1.	Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director – Commercial Arnd Hobohm, Serco Contract Manager	Performance Scrutiny

27 April 2023			
Item		Contributor	Purpose
2.	Overview and Scrutiny Annual Report 2022-23	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Performance Scrutiny
3.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee 	Cllr Ian Carrington, Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes, Chairman of Highways and Transport Scrutiny Committee	Performance Scrutiny

25 May 2023			
Item		Contributor	Purpose
1.	Developer Contributions Scrutiny Review – Fourth Monitoring Update of Action Plan	Justin Brown, Assistant Director – Growth Warren Peppard, Head of Development Management	Scrutiny Review Activity
2.	People Management Update Quarter 4	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
3.	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

29 June 2023			
Item		Contributor	Purpose
1.	Corporate Plan Success Framework 2022/23 – Quarter 4	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on 4 July 2023)
2.	Review of Financial Performance 2022/23	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 4 July 2023)
3.	Treasury Management Annual Report 2022/23	Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	Performance Scrutiny
4.	Update on IMT Service Plan and Serco Contract Performance	John Wickens, Assistant Director - IMT and Enterprise Architecture Paul Elverstone, Lead IT Contract & Vendor Relationship Officer	Performance Scrutiny
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.	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

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

FORWARD PLAN OF KEY DECISIONS FROM 01 NOVEMBER 2022

PUBLISH DATE 3 OCTOBER 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
I028067 New!	Children in Care and Care Leavers Strategy 2022 - 2025	Open	Executive 1 Nov 2022	Children and Young People Scrutiny Committee Corporate Parenting Panel	Reports	Corporate Parenting Manager E-mail: andrew.morris@lincolnshire.gov.uk	All Divisions
I027771	Capital Budget Monitoring Report 2022/23	Open	Executive 6 Dec 2022	Overview and Scrutiny Management Board	Reports	Assistant Director - Finance E-mail: michelle.grady@lincolnshire.gov.uk	All Divisions
I027770	Revenue Budget Monitoring Report 2022/23	Open	Executive 6 Dec 2022	Overview and Scrutiny Management Board	Reports	Assistant Director - Finance E-mail: michelle.grady@lincolnshire.gov.uk	All Divisions
I026109	Household Waste Recycling Centre Operational Contract Procurement	Open	Executive 6 Dec 2022	Environment and Economy Scrutiny Committee	Reports	Head of Waste E-mail: mike.reed@lincolnshire.gov.uk	All Divisions
I026118	The Lincolnshire Secure Children's Home - New Build	Exempt	Executive Councillor: Children's Services, Community Safety and Procurement Between 7 Dec 2022 and 12 Dec 2022	DLT/Executive DLT/ Children and Young People Scrutiny Committee	Reports	Interim Assistant Director - Children's Safeguarding E-mail: tara.jones@lincolnshire.gov.uk	All Divisions

I027897	Grantham Future High Street Fund - Public Realm Improvement Works	Exempt	Executive Councillor: Highways, Transport and IT Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Between 12 Dec 2022 and 20 Dec 2022 Between 12 Dec 2022 and 20 Dec 2022	Highways and Transport Scrutiny Committee	Reports	Senior Project Leader (Major Schemes) E-mail: teresa.james@lincolnshire.gov.uk	Grantham Barrowby; Grantham East; Grantham North; Grantham South; Grantham West
I027900	A16/Marsh Lane Boston and Boston Active Travel Scheme	Exempt	Executive Councillor: Highways, Transport and IT Between 14 Dec 2022 and 16 Dec 2022	Highways and Transport Scrutiny Committee	Reports	Senior Project Leader, Place E-mail: charlotte.hughes@lincolnshire.gov.uk	Boston South
I025746	Re-commissioning of Children with Disabilities Services	Open	Executive 7 Feb 2023	Children and Young People Scrutiny Committee	Reports	Strategic Commissioning Manager E-mail: mark.rainey@lincolnshire.gov.uk Strategic Commissioning Head of Service E-mail: charlotte.gray@lincolnshire.gov.uk	All Divisions
I026240	Surplus Land Disposal	Open	Executive Councillor: People Management, Legal and Corporate Property Between 20 Feb 2023 and 24 Feb 2023	Leader of the Council, Executive Councillor for People Management, Legal and Corporate Property, Executive Director – Resources, Property Board	Reports	Interim Assistant Director - Corporate Property e-mail: paulm.smith@lincolnshire.gov.uk	Bourne North and Morton
I026178	Specialist Adults Accommodation at Grange Farm, Market Rasen	Open	Executive 7 Mar 2023	Adults and Community Wellbeing Scrutiny Committee	Reports	Senior Project Manager - Corporate Property E-mail: emma.rowitt@lincolnshire.gov.uk	Market Rasen Wolds
I027773	Capital Budget Monitoring Report 2022/23	Open	Executive 7 Mar 2023	Overview and Scrutiny Management Board	Reports	Assistant Director - Finance E-mail: michelle.grady@lincolnshire.gov.uk	All Divisions

I027772	Revenue Budget Monitoring Report 2022/23	Open	Executive 7 Mar 2023	Overview and Scrutiny Management Board	Reports	Assistant Director - Finance E-mail: michelle.grady@lincolnshire.gov.uk	All Divisions
I026273	Langrick Road, Boston - Extra Care Housing and Working Aged Adults Accommodation	Open	Executive 7 Mar 2023	Adults and Community Wellbeing Scrutiny Committee (19/10/22)	Reports	Senior Project Manager - Corporate Property e-mail: Emma.rowitt@lincolnshire.gov.uk	Boston North; Boston South; Boston West
I027898	Levelling Up Fund Project - A16 Improvement Corridor - Springfields and Greencell Roundabouts	Exempt	Executive Councillor: Highways, Transport and IT Between 24 Apr 2023 and 2 May 2023	Highways and Transport Scrutiny Committee	Reports	Senior Project Leader (Major Schemes) E-mail: teresa.james@lincolnshire.gov.uk	Spalding East; Spalding Elloe; Spalding South; Spalding West