



County Offices
Newland
Lincoln
LN1 1YL

7 December 2022

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 15 December 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 black ink that reads 'Debbie Barnes'.

Debbie Barnes OBE
Chief Executive

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

Councillors R B Parker (Chairman), 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: 1 Church Representative Vacancy

Parent Governor Representatives: Mrs M R Machin and 1 Parent Governor Vacancy

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA
THURSDAY, 15 DECEMBER 2022**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Interest	
3	Minutes of the meeting held on 24 November 2022	7 - 16
4	Announcements by the Chairman, Executive Councillors and Chief Officers	
5	Consideration of Call-Ins	
6	Consideration of Councillor Calls for Action	
7	Commissioning of the Social Care Client Information System <i>(To receive a report by Louisa Harvey, Interim Head of Corporate Systems, Mark Williams, Business Change Manager for Mosaic, and Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance, which invites the Board to consider a report on the Commissioning of the Social Care Client Information System which is due to be considered by the Executive on 4 January 2023. The views of the Board will be reported to the Executive as part of its consideration of this item)</i>	17 - 42
8	Contract Renewal for the Supply of Electricity for 2024 - 2028 <i>(To receive a report by Sophie Reeve, Assistant Director – Commercial, and Fiona Fielding, Senior Commercial and Procurement Officer, which invites the Board to consider a report on the Contract Renewal for the Supply of Electricity for 2024-2028, which is due to be considered by the Leader of the Council between 19th and 23rd December 2022. The views of the Board will be passed on to the Leader of the Council as part of his consideration of this item)</i>	43 - 56
9	Business World ERP System Re-Design Update <i>(To receive a report from Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance, Louisa Harvey, Interim Head of Corporate Systems and Sadie Rossington, Senior Project Officer, which provides an update to the Board on the progress of the re-design of the Council's Business World Enterprise Resource Planning (ERP) system)</i>	57 - 66

- 10 Developer Contributions Scrutiny Review - Final Monitoring Update of Action Plan** 67 - 88
(To receive a report by Justin Brown, Assistant Director – Growth and Warren Peppard, Head of Development Management, which sets out the final monitoring update on the recommendations from Scrutiny Panel A’s review on Developer Contributions)
- 11 Establishment of the Legal Services Company - Update Report** 89 - 92
(To receive a report by David Coleman, Chief Legal Officer, which provides an update on progress with the establishment of a legal services company and its application to be licensed as an Alternative Business Structure (ABS) by the Solicitor's Regulation Authority (SRA))
- 12 People Management Update - Quarter 2** 93 - 102
(To receive a report by Tony Kavanagh, Assistant Director – HR and Organisational Support, which provide an update on the HR Management Information (HRMI) and on corporate People Strategy projects for Quarter 2)
- 13 Scrutiny Committee Work Programmes** 103 - 116
(To receive a report which sets out the work programmes of the Children and Young People Scrutiny Committee and the Public Protection and Communities Scrutiny Committee in accordance with the Board's agreed programme)

ITEMS FOR INFORMATION ONLY

- 14 Overview and Scrutiny Management Board Work Programme** 117 - 130
(To receive a report which enables the Board to note the content of its work programme for the coming year)

Democratic Services Officer Contact Details

Name: **Emily Wilcox**

Direct Dial **07557 486687**

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

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

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

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing [Agenda for Overview and Scrutiny Management Board on Thursday, 15th December, 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>

This page is intentionally left blank



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

PRESENT: COUNCILLOR

Councillors T J N Smith (Vice-Chairman, in the Chair), Mrs J Brockway, M Brookes, I D Carrington, P M Dilks, R J Kendrick, C S Macey, C E H Marfleet and N H Pepper

Councillors: R D Butroid, M J Hill OBE attended the meeting as observers

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

Officers in attendance:-

Debbie Barnes OBE (Chief Executive), Andrew Crookham (Executive Director Resources), Simon Evans (Health Scrutiny Officer), Brendan Gallagher (Principal Planning Officer – Infrastructure), Michelle Grady (Assistant Director – Finance), Andy Gutherson (Executive Director Place), Caroline Jackson (Head of Corporate Performance), Tracy Johnson (Senior Scrutiny Officer), Daniel Larkin (Policy Officer), Sue Maycock (Strategic Finance Lead (Technical)), Andrew McLean (Assistant Director - Transformation), Emily McMonagle (Policy Officer), Vanessa Strange (Head of Infrastructure Investment), Karen Tonge (Treasury Manager), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), Emily Wilcox (Democratic Services Officer), Matthew Garrard (Head of Policy) and Adam Hopley (Head of Finance - Corporate)

Officers in attendance via Microsoft Teams:

Keith Noyland (Head of Finance - Communities), Mark Popplewell (Head of Finance (Children's Services)), Natasha Langford (Corporate Project Support Officer, Resources) and Pam Clipson (Head of Finance, Adult Care and Community Wellbeing),

62 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received by Councillors R B Parker and E W Strengiel.

63 DECLARATIONS OF INTEREST

There were no declarations for interest.

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

64 MINUTES OF THE MEETING HELD ON 27 OCTOBER 2022

RESOLVED:

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

65 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

The Vice Chairman announced that Democratic Services had held an election for a new Parent Governor Representative to replace Miss Alex Sayer on the Board and the Children and Young People Scrutiny Committee. Unfortunately, no nominations had been received and Democratic Services would look to hold a further election in the new year.

The Chief Executive advised that a carers celebration event would be taking place on the day of the meeting and encouraged Members to attend to celebrate carers.

66 CONSIDERATION OF CALL-INS

None had been received.

67 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

None had been received.

68 CORPORATE PLAN SUCCESS FRAMEWORK 2022/23 - QUARTER 2

Consideration was given to a report by the Head of Corporate Performance, which invited the Board to consider the Corporate Plan Success Framework 2022/23 – Quarter 2, which was due to be reported to the Executive on 6 December 2022.

The report provided an overview of performance against the Corporate Plan as at 30 September 2022. Details were provided on the 22 key performance indicators (KPI)'s reported, 4 had exceeded the ambition, 12 had achieved the ambition and 6 did not achieve the ambition. Based on key activities and KPI's, all four of the council's ambitions were progressing as planned.

It was reported that following a review of safeguarding performance indicators, in agreement with the Executive Councillor for Adult Care and Public Health, two new adult safeguarding indicators had been agreed: safeguarding cases supported by an advocate and concluded adult safeguarding enquiries where the target is achieved.

The Board supported the recommendation to the Executive and during consideration of the report, the following points were noted:

Waste and Recycling (*Section 4.2 of the report: PI 39: Percentage of Household waste to landfill*)

- The majority of waste in Lincolnshire goes through the Energy for Waste plant. If the amount of waste going to landfill started to increase, then this would imply that more waste was being created and could not be disposed of through the Energy for Waste plant or for other reasons. It was highlighted that as the Energy for Waste plant largely worked at capacity, there was a risk of having a greater landfill figure if there was a greater presentation of waste.
- (*Section 4.4 of the report: PI 37: Recycling Rate (new national formula) and PI 38: Recycling at County Council owned Household Waste Recycling Centres (HWRC)*)
- As part of the Board's exploration of these indicators, it was confirmed that in relation to the new national formula, different categories of waste were categorised differently by the Government at different times, and these subtle changes affect the overall recycling rate figures. As an example, wood was now classed as recoverable materials rather than recycled materials so instead of being automatically recycled, any opportunity to reuse the wood would be considered first.
- An educational campaign was ongoing across Lincolnshire between the County Council and district councils to improve residents understanding of what can go into the different bins. The underlying trends of recycling rates indicate that this was having a positive impact. It was confirmed that a breakdown of the waste and recycling data by district was considered by the Lincolnshire Waste Partnership, and each of the partners could influence and address this agenda and try to work collaboratively and consistently across the county. The Chairman of the Environment and Economy Scrutiny Committee highlighted that more detailed waste and recycling information had been requested at the Committee's last meeting in October 2022 to look at the variations by district and to see if there were any changes in behaviour that could be positively influenced to drive the recycling rate up.
- The Board also explored the reasons for lower presentation of waste at Household Waste Recycling Centres and whether a contributory factor could be the cost-of-living crisis which was causing people to buy less, and as a result less waste was being generated.

Education (*Section 4.4 of the report – PI 1: Percentage of schools that are judged good or outstanding and PI 2: Percentage of pupils in outstanding or good schools*)

- There was a combination of reasons for schools not being judged good or outstanding, which included the quality of teaching and learning, safeguarding issues and the quality assurance process for children educated off site at an alternative

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

provision setting. It was confirmed that there were some issues in terms of the quality of teaching and learning which had been highlighted in some of the Ofsted Inspection reports and the Council was following up on these with the Regional Schools Commissioner.

Early Years (*Section 4.3 of the report: PI 67: Percentage of eligible 2-year-olds who are in receipt of their Early Years Entitlement*)

- The Board reflected on the 80% target and questioned whether the Council should be aiming for 100% to ensure all young children were engaged in an Early Years setting.

RESVOLVED:

1. That the recommendation to the Executive be supported;
2. That a summary of the comments made be passed on to the Executive as part of its consideration of this item.

69 DRAFT INFRASTRUCTURE FUNDING STATEMENT

Consideration was given to a report by the Principal Planning Officer, which invited the Board to consider a report on the Draft Infrastructure Funding Statement, which is being presented to the Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) between 05 and 09 December 2022.

The report sought approval for the publication of the Lincolnshire County Council's Infrastructure Funding Statement for the financial year 2021/22 which the Council was legally required to publish, as set out at Appendix A to the Executive Councillor report.

The Board supported the recommendation to the Leader of the Council and during consideration of the report, the following points were noted:

- The Levelling Up and Regeneration Bill proposed to introduce a new mandatory Infrastructure Levy based on the value of the development on completion. There was currently a lot of uncertainty as to when this would come into effect. There was a possibility that the new Infrastructure Levy would see an increase in the amount of developer contributions available for Lincolnshire as there was currently four district councils which did not have a Community Infrastructure Levy in place.
- The scrutiny review on Developer Contributions had led to an improvement in the engagement of councillors in the planning application process. Councillors were now provided with an opportunity to make comments on the local needs of their communities, such as the need for footpaths and cycleways, and what improvements were required. These comments would then be put forward to the district councils as the local planning authorities and published on the Council's website. In addition, ward talks were being undertaken with councillors to better understand the needs in their communities. There was still the challenge as to whether the comments were then taken through the planning stage by the district councils. It was acknowledged

that there had been a noticeable improvement in the way the Council interacted with district councils which was now more on a proactive rather than a reactive basis.

- While it was recognised that parish councils were notified of planning consultations and needed to respond in a timely manner, it was recommended that there needed to be earlier engagement with parish councils, when possible, to help identify local needs and find solutions.
- The grounds for objecting to a development were very constrained and any impact had to be demonstrable to stand up against appeals.
- There was a mechanism to claw back money against large scale projects which were having an impact on infrastructure, such as on roads due to the volume of HGVs travelling to the sites, if the impact could be proved to be linked to that project. The Board requested a briefing paper on how this mechanism worked.

RESOLVED:

1. That the recommendation to the Leader of the Council be supported;
2. That a summary of the comments made be passed on to the Leader of the Council as part of his consideration of the report.

70 TREASURY MANAGEMENT PERFORMANCE 2022/23 - QUARTER 2 TO 30 SEPTEMBER 2022

Consideration was given to a report by the Treasury Manager, which invited the Board to consider the treasury management activities and performance for Quarter 2 of 2022/23 to 30 September 2022, providing information about the interest rate forecast; investments and borrowing.

Since publication of the report, inflation had reached a high of 11.1% in October and the Monetary Policy Committee had increased the base rate subtly to 3% in an attempt to control inflation. It was forecasted that The Bank of England would implement further increases in the base rate in order to bring inflation down to target level. Borrowing rates had also fallen to 3.69%.

Following a question raised, the Treasury Manager outlined the process used to achieve the liability benchmark and explained that debt liability represented the liquidity level required to borrow to maintain cash liquidity and sought to identify the level of cash needed without borrowing.

RESOLVED:

That assurance be provided about the Treasury Management activities and performance for Quarter 2.

71 REVENUE BUDGET MONITORING REPORT 2022/23 - QUARTER 2

Consideration was given to a report by the Assistant Director – Finance, which invited the Board to consider the Revenue Budget Monitoring Report 2022/23 – Quarter 2, which was due to be considered by the Executive on 6 December 2022.

The report outlined the revenue spending compared with budgets for the financial year which started on 01 April 2022, in particular highlighting an expected underspend this year of £1.614m (excluding schools) at 30 September 2022, which is 0.31% of the net revenue budget and a forecast that general reserves at the end of the year will remain within the target range of 2.5% to 3.5%.

Officers were working through the budget to understand the pressures in the two areas with the most significant cost pressures which were the Place Directorate due to an increase in energy costs through street lighting; and home to school transport.

The Board supported the recommendation to the Executive and during consideration of the report, the following points were noted:

Autumn Statement

- The Government's Autumn Statement included a number of announcements which would affect local government, but it was confirmed that the precise implications for the Council were still unclear. There was significant additional funding announced for social care pressures and the Council would need to analyse the implications for the budget. The fair cost of care reforms had been delayed but there was an expectation that some elements would still need to be implemented beforehand. The council tax referendum limit had been increased from 3% to 5%, which consisted of 3% for the general rate and 2% for the adult care precept. It was confirmed that each percent of council tax would bring in about £3.5m for the Council depending on the council tax base. However, it was highlighted that this would be offset by increased costs as a result of the increase in the National Living Wage to £10.41 per hour which would affect a number of the Council's contracts, such as in the adult care and school transport sectors. It was expected that the Council's financial settlement would be received around 21 December 2022, and this would be reported to the Executive on 4 January 2023.
- In relation to the impact of a recession, it was recognised that this could affect people's ability to pay their council tax bills, but it was highlighted that there was the council tax support system which the district councils operate in their areas.

Highways

- The forecast overspend of £1.570m on Highways could potentially be reduced if there was a lower than expected demand on the winter maintenance budget,

such as from a reduced number of grit runs being required. It was confirmed that 85 grit runs had been budgeted for within the winter maintenance budget.

Lincolnshire Fire and Rescue

- In relation to Lincolnshire Fire and Rescue's use of earmarked reserves to mitigate the cost pressure for the wholetime Fire Fighter recruitment, it was confirmed that its reserves would last around three to four years based on that specific cost pressure. The funding and cost pressures for the Fire and Rescue Service were being reviewed as part of the budget setting process.

Children's Services

- The overspend on legal costs for Children's Services was predominantly due to recruitment issues. It was confirmed that there was a significant challenge to attract and retain children's lawyers, so locum support was heavily relied on. However, one of the reasons for the increase in cost was due to locum children's lawyers also now becoming hard to recruit and retain, and therefore were commanding quite a sizeable cost in the competitive recruitment market. It was also confirmed that another contributory factor to the overspend was the increase in the number of children in care and that these cases need to be legally represented in court which was creating an additional demand. Furthermore, the increase in unaccompanied asylum-seeking children was creating additional challenges around age assessments and the need for legal representation in court.
- The Board reflected on whether there was an opportunity for joint working across the East Midlands region to address this recruitment challenge, but it was highlighted that the same issues around recruitment and increased demand were being experienced by other councils across the region which was creating a very competitive market.

RESOLVED:

1. That the recommendation to the Executive be supported;
2. That a summary of the comments made be passed on to the Executive as part of its consideration of this item.

72 CAPITAL BUDGET MONITORING REPORT 2022/23 - QUARTER 2 TO 30 SEPTEMBER 2022

Consideration was given to a report by the Assistant Director – Finance, which invited the Board to consider the Capital Budget Monitoring Report 2022/23 – Quarter 2, which was due to be considered by the Executive on 6 December 2022.

OVERVIEW AND SCRUTINY MANAGEMENT BOARD
24 NOVEMBER 2022

The report outlined the Capital Budget Monitoring Report 2022/23 - Quarter 2 to 30 September 2022, comparing projected expenditure for the year with the approved Capital Programme and highlighted any forecast over or under-spending.

The Board supported the recommendation to the Executive and during consideration of the report, the following points were noted:

- In relation to Appendix D - Education Transport Links to School (Route Sustainability) Project, concerns were raised as to whether the health and safety aspect of children cycling to school on busy roads was considered in the cost versus benefit analysis of these sustainable travel schemes. Further information was requested on the funding being put into cycling to encourage its use and how much analysis was undertaken for these sustainable travel schemes on the health and safety aspects, particularly for cycling.

RESOLVED:

1. That the recommendation to the Executive be supported;
2. That a summary of the comments made be passed on to the Executive as part of its consideration of this item.

73 THE BOUNDARY COMMISSION FOR ENGLAND: 2023 REVIEW OF PARLIAMENTARY CONSTITUENCY BOUNDARIES

Consideration was given to a report by the Head of Policy, which invited the Board to consider a report on The Boundary Commission for England: 2023 Review of Parliamentary Constituency Boundaries which was due to be reported to the Leader of the Council between 28 November 2022 and 2 December 2022.

The proposals of the Boundary Commission for the Stamford and Rutland parliamentary constituency were considered complex and would present additional challenges for the Member of Parliament (MP) through the additional relationships that would have to be built across a greater number of bodies than for any other Lincolnshire MP. It was felt that this undermined the continuance of sustainable governance within the parliamentary constituency boundaries and therefore the report proposed that the Leader of the Council considered the proposals of the Boundary Commission with particular focus on the plans for Stamford and Rutland and make a decision as to whether Lincolnshire County Council should write to the Boundary Commission calling on it to return to the previous proposals for Stamford and Rutland.

The Board supported the recommendation to the Leader of the Council and during consideration of the report, the following points were noted:

- The Board recommended that the Boundary Commission's latest proposal for a parliamentary constituency to cover Stamford, Rutland and Harborough should not

be supported, and should be reverted back to the initial proposal for a parliamentary constituency to cover Stamford and Rutland.

- The proposal to have one MP covering three county council areas was a concern and was considered too much for an MP to be effective in supporting their constituents.
- Support was provided to the remaining proposals for Lincolnshire's parliamentary constituencies, in particular the revised proposals for the Boston and Skegness parliamentary constituency. Concerns were raised that the revised Boston and Skegness proposals would need to be altered if the proposals for Stamford and Rutland were amended to ensure a balanced representation of electors and it was therefore requested that options were explored to minimise this impact as much as possible.

RESOLVED:

1. That the recommendation to the Leader of the Council be supported;
2. That a summary of the comments made be passed on to the Leader of the Council as part of his consideration of the report.

74 SCRUTINY COMMITTEE WORK PROGRAMMES

Consideration was given to a report by the Chairman of the Adults and Community Wellbeing Scrutiny Committee, which set out the recent work of the Committee including reports on Greater Lincolnshire Public Health Arrangement and Market Sustainability, Fair Cost of Care. The Committee's work programme was set out on page 182 of the agenda pack. The Board noted that the Active Recovery Beds for the Winter 2022/23 was now an open report and the update on De Wint Court would now be considered on 11 January 2023.

Consideration was then given to a report by the Chairman of the Health Scrutiny Committee for Lincolnshire, which set out the recent work of the Committee and its planned work programme. The Committee had considered reports on GP Access, the proposed Closure of Ashley House in Grantham and the East Midlands Ambulance Service. There had been no planned changes to the work programme as set out on pages 188-190 of the agenda pack.

RESOLVED:

1. That satisfaction be given to the activity undertaken since 26 May 2022 by:
 - (a) the Adults and Community Wellbeing Scrutiny Committee and;
 - (b) the Health Scrutiny Committee for Lincolnshire
2. The satisfaction be given to the work programme of:
 - (a) the Adults and Community Wellbeing Scrutiny Committee and;
 - (b) the Health Scrutiny Committee for Lincolnshire

10
OVERVIEW AND SCRUTINY MANAGEMENT BOARD
24 NOVEMBER 2022

75 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

The Board noted the report.

The meeting closed at 12.11 pm



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

Report to:	Overview and Scrutiny Management Board
Date:	15 December 2022
Subject:	Commissioning of the Social Care Client Information System

Summary:

This report invites the Overview and Scrutiny Management Board to consider a report on the commissioning of the social care client information system which is being presented to the Executive on 04 January 2023. The views of the Board will be reported to the Executive as part of its consideration of this item.

Actions Required:

The Overview and Scrutiny Management Board is invited to:

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

1. Background

The Executive is due to consider a report on the commissioning of the social care client information system which is being presented to the Executive on 04 January 2023. The full report to the Executive is attached at Appendix 1.

2. Conclusion

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

3. Consultation

The Board is being consulted on the proposed decision of the Executive on 04 January 2023.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report on Commissioning of the Social Care Client Information System to be presented to the Executive on 04 January 2023

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 Louisa Harvey who can be contacted at louisa.harvey@lincolnshire.gov.uk.



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

Report to:	Executive
Date:	04 January 2023
Subject:	Commissioning of the social care client information system
Decision Reference:	I028446
Key decision?	Yes

Summary:

The Council must re-commission its social care client case management system contract and this report recommends the continuation of the existing Mosaic system.

Mosaic records all work and engagement activity with the Council's social care clients. The system holds information that the Council and partner agencies record, and shares information regarding all services that the council provide to vulnerable Children and Adults. The system is used extensively across internal services and with select commissioned providers.

The current contract for Mosaic runs until 5th January 2024, with the maximum permitted number of annual extensions already exhausted. Current contract costs for Mosaic are c£0.352m per annum, including, Licensing, hosting, and support.

Recommendation(s):

That the Executive:

1. Approves the re-commissioning of the Mosaic social care client information system, via a direct contract award with Access Group, using the Crown Commercial Service (CCS) DAS framework agreement, to commence February 2023 for five years initially, with an option to extend for up to two years.
2. Delegates to the Deputy Chief Executive & Executive Director of Resources, in consultation with the Executive Councillor for Resources, Communications and Commissioning, authority to take all decisions necessary to conduct the procurement process up to and including the award and entering into of the contract.

Alternatives Considered:

Other options have been considered as part of this process:

Do Nothing:

This would not be recommended as the Council would be out of contract with its existing supplier and vulnerable to uncontrollable costs and system / security issues. The Council could also face legal challenges from other suppliers for continuing to utilise the Mosaic system and not putting the service out to the market in line with the requirements of the Public Contracts Regulations 2015.

Partnership:

This isn't a viable option at this time and there isn't a well-established approach with other authorities for this system. The Council operates a well configured system, which meets the existing needs of the service and has a roadmap of development to meet future priorities. The Council may want to consider how it uses its configuration to support other authorities if there is a future need.

Influencing:

Commercial aspects of the services cannot be delivered without funding, and it is not feasible for the services to be delivered through influence alone.

Insourcing:

This would not be recommended. Social care case management systems are extremely complex in nature in order to capture the needs of our most vulnerable residents and need to be regularly developed to meet statutory requirements. There is an established, albeit limited marketplace which provide effective case management systems and successfully deliver to authorities across the country. The Council already has an internal system development team which configures and maintains the system.

Bespoke Tender Exercise:

A bespoke tender would not be recommended. This is a relatively limited market. There are significant risks related to the disruption to service delivery arising from uncoupling from the existing system. The achievement of equally significant service enhancements to offset these risks is extremely unlikely. The Council is also unlikely to achieve a better commercial result compared with securing a contract through an established framework, where providers have already agreed to an overarching contract. A bespoke tender exercise would also incur significant cost, time and resourcing pressures.

National G-Cloud framework agreement:

The main issue with G-Cloud compared to the CCS DAS agreement is that the catalogue offers are generic and cannot be updated for the term of the framework. That would mean set prices, service levels etc. and no bespoke Council listing. In addition, it has a shorter call off duration than the CCS DAS (4 years maximum), requiring more resource input for a shortened contracting cycle, as well as a reduced period of time to explore commissioning options in the future and open up the opportunity to competition in the future.

Reasons for Recommendation:

- The Council needs to ensure it operates an effective social care case management system as a key enabler for front-line staff to fulfil the Council's statutory requirements in support of our clients who are the most vulnerable we deal with.
- The Council needs to re-commission the system as the existing contract for Mosaic runs out on 5th January 2024, with the maximum permitted number of annual contract extensions already implemented.
- A direct award through the CCS DAS Framework with the Access Group for the Mosaic system enables the Council to continue to build upon the significant resources invested in configuring the Mosaic system to meet service needs and will minimise; operational service delivery risk, costs and time of transition to a new system and staff disruption.

1. Background

- 1.1. Mosaic is the Council's social care case management system that records all work and engagement activity with the Council's clients. The system holds information that the Council and partner agencies record, and shares information regarding all services that the council provide to vulnerable Children and Adults.
- 1.2. It is a single point, workflow-based system, that has approximately 3,700 users representing both internal, (3,100) and external, (600) services, including Lincolnshire Partnership NHS Foundation Trust (Adult Care & Community Wellbeing) and Barnardo's (Children's Services).
- 1.3. Mosaic went live on 12th December 2016, following a tender procurement process and a highly complex implementation project, with extensive training undertaken, all at a significant cost to the Council. The current contract for Mosaic runs until 5th January 2024 with the maximum permitted number of annual extensions already exhausted.
- 1.4. In September 2021 the Mosaic product owner, Servelec, was acquired by the Access Group. Access Group also provide the Council with other key systems which can integrate with Mosaic, including Abacus which is used for social care finance and Synergy for education management.

Current System Development

- 1.5. The Mosaic system is highly configurable and extensive work has been undertaken over the past six years to constantly develop and improve the system, working alongside business leads in Adult Care & Community Wellbeing (ACCW) and Children's Services, to tailor the system to meet service delivery needs. The Council has also led regional authority groups to help set the forward direction of Mosaic, being involved with many enhancements and integration work with applications beyond those delivered by the Access group

- 1.6. Work is also well underway to upgrade Mosaic in December 22 to the latest version, which will lay the foundations to ensure we are able to develop and comply with any future care reforms and DWP integration when required.
- 1.7. The Council is now in a position where the social care client information system needs to be re-commissioned. The Council is seeking a fully maintained and hosted system to support the Council's delivery of its legislative obligations regarding adults' and children's social care, providing a suitable platform for cross service delivery and mobile working.
- 1.8. Due to the critical public facing services supported by this system, along with the significant investment, lead times and implementation overheads required to evolve the existing system to operational maturity, any new contract award must minimise operational service risk, cost of transition / implementation, and staff disruption.

Commissioning Approach

- 1.9. The marketplace for social care client information systems is extremely niche and is dominated by two main suppliers. The intention is to enter into a direct contract award with Access Group for the existing Mosaic platform as it allows the Council to build upon its extensive investment into the system, and will provide the least disruption to staff and implementation costs incurred.
- 1.10. This would be achieved using a national Crown Commercial Service (CCS) DAS framework agreement, which will enable the provider to upload an offer bespoke to the Council in relation to service levels and price and discussions are ongoing as part of regular contract management.
- 1.11. However, the current Framework is only available until February 2023, and it is currently unknown what contract provision will be available after then. The Council therefore needs to have a decision in place to continue with Mosaic ahead of the Framework ending.
- 1.12. As part of the offering on the marketplace we will agree a performance framework and service levels as well as maintaining the development activities detailed above.

Cost

- 1.13. Current annual contract costs for Mosaic are c£0.352m per annum, this includes Licensing, hosting and support. Exact costs will not be known until the contract catalogue entry has been updated by Access Group, however contract price increases are index linked, and based on current annual costs, plus existing levels of inflation, it's anticipated that annual costs would be in the region of £0.397m for the 23/24 financial year. Future price increases would be subject to the relevant indexation in the Crown Commercial Service framework agreement.

2. Legal Issues:

Equality Act 2010

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

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

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

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

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

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

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

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

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

An Equality Impact Analysis has been prepared for this system which identifies any
--

potential impact on persons with a protected characteristic. Applicable mitigating factors are set out in the impact analysis, which can be found at Appendix A. The Impact Analysis will act as a live document throughout the delivery of the system and the conclusions drawn from it will be kept under review so that as issues arise, any potential for differential impact can be mitigated wherever possible.

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

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

The system is critical in supporting the delivery of services to vulnerable adults and children which are specifically focused on improving their wellbeing. The client level information which the system records and reports upon provides key data to support a wider business intelligence analysis, resulting in better focused needs assessments and service design.

Crime and Disorder

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

The specific nature of the system itself is not of direct relevance to Crime and Disorder, however maintaining our existing effective system will result in more efficient processes for how staff engage with the system and will support their ability to maintain accurate client information, which should allow resources to be focussed on operational service delivery including those aimed at reducing crime and disorder.

3. Conclusion

- 3.1. Social care case management software is a critical tool to support front-line staff and their effective intervention with the most vulnerable people in our communities. The Council must ensure it has an effective software solution in place and having been configured over the past 6 years, the existing Mosaic system is primed to meet current and future service delivery needs. The Council has a mechanism to directly award a contract for the Mosaic system through the CCS framework and using that framework will best mitigate against potential risks.

4. Legal Comments:

The Council has the power to make the decision proposed. Use of a Framework is a

compliant procurement route and consistent with the Council's Contract Regulations.

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

5. Resource Comments:

The cost set out within this report will be met from the budget approved by Council for this service. Any inflationary uplifts will be addressed through our budget setting process for future years.

Accepting the recommendation within the report will offer value for money, as this is more beneficial than the time and investment which would be required to move to a new case management system.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Overview & Scrutiny Management Board on 15 December 2022 and the comments of the Committee will be reported to the Executive.

d) Risks and Impact Analysis

- 6.1. Awarding the contract using the Crown Commercial Service Framework agreement presents a number of risks, as it is a national framework agreement and not bespoke to the Council. The contract does allow for a level of adaptation to mitigate against some of those risks, which has to be balanced against the economic advantages of a direct award through the framework and the ability to maintain an existing system which supports our most vulnerable citizens.

- 6.2. Issues which the Council will be seeking to agree or obtain assurance about with the supplier through the scope of the framework agreement include intellectual property rights, matters of liability, supplier terms, business continuity, disaster recovery and exit planning.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Equality Impact Analysis

8. Background Papers

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

Document title	Where the document can be viewed
N/A	N/A

This report was written by Louisa Harvey, who can be contacted at louisa.harvey@lincolnshire.gov.uk

Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

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

Using this form

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

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

Equality Act 2010

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

Protected characteristics

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

Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

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

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

Decision makers duty under the Act

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

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

Conducting an Impact Analysis

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

The Lead Officer responsibility

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

Summary of findings

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

Impact – definition

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

How much detail to include?

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

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

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

Page 29

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

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

Background Information

Title of the policy / project / service being considered	Re-commissioning of the Social Care Client Case Management System	Person / people completing analysis	Mark Williams – Interim Mosaic Lead
Service Area	Corporate Services	Lead Officer	Louisa Harvey – Interim Head of Corporate Systems
Who is the decision maker?	LCC Executive	How was the Equality Impact Analysis undertaken?	Desktop review and Discussions and feedback from Champions User Group and Sensory services, also consultation with staff groups
Date of meeting when decision will be made	04/01/2023	Version control	Version 2.0
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Re-commissioned
Describe the proposed change	No actual change - Re-commission of the current Social Care Client Case Management System.		

Evidencing the impacts

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

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

Data to support impacts of proposed changes

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

Population data and the Joint Strategic Needs Assessment

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

Workforce profiles

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

Positive impacts

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

Age	No positive impact
Disability	No positive impact
Gender reassignment	The introduction of the new Gender recording ability on a person record allows multiple options for recording gender. The changes for recording Gender were made in collaboration with transgender and non-binary people who informed and shaped the decisions and development of this new feature.
Marriage and civil partnership	No positive impact
Pregnancy and maternity	No positive impact
Race	No positive impact
Religion or belief	No positive impact

Sex	No positive impact
Sexual orientation	No positive impact

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

Continuation of the existing system which allows for the protected Characteristics to be held and continued accessibility of records across partner organisations



Adverse/negative impacts

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

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

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

Age	No perceived adverse impact
Disability	Visual impairment – continuation that visual disabilities may be impacted by screen and processes however this can be mitigated by options available for voice control, windows accessibility settings and adapted IT equipment
Gender reassignment	No perceived adverse impact
Marriage and civil partnership	No perceived adverse impact
Pregnancy and maternity	No perceived adverse impact

Race	Continuation of all system content being in English which could have an adverse impact for users who have English as a second language. No mitigating action available as application only exists in English with no current development plans by the product owner.
Religion or belief	No perceived adverse impact
Sex	No perceived adverse impact
Sexual orientation	No perceived adverse impact

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

None

Stakeholders

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

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

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

Objective(s) of the EIA consultation/engagement activity

No new engagement or consultation has taken place, as with the Re-commissioning of Mosaic, (the Social Care Client Case Management System) currently being used, there would be no system usage or accessibility changes that would impact either positively or negatively. Considerations and consultation would be required if the Social Care Client Case Management system was changed to an alternative application and / or new processes within it, which would be reviewed as part of the ongoing monitoring of this EIA. Original activity involved consulting with User Groups and Lincoln Sensory Services. |

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

Age	None due to proposed continuation of the same system.
Disability	None due to proposed continuation of the same system
Gender reassignment	None due to proposed continuation of the same system
Marriage and civil partnership	None due to proposed continuation of the same system
Pregnancy and maternity	None due to proposed continuation of the same system
Race	None due to proposed continuation of the same system
Religion or belief	None due to proposed continuation of the same system

Sex	None due to proposed continuation of the same system
Sexual orientation	None due to proposed continuation of the same system
Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way? The purpose is to make sure you have got the perspective of all the protected characteristics.	Yes, as it is a continuation of the same system and processes. However, engagement exercises will be undertaken at the appropriate stage if the outcome was not to re-commission and continue the usage of Mosaic, or if there were fundamental changes to the use of the current system. An analysis was taken for original implementation involving internal and external groups.
Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?	Although this is a continuation of the same system and processes there will be reviews for each upgrade of the system.

Further Details

Are you handling personal data?	<p>Yes</p> <p>If yes, please give details.</p> <p>The information contained within Mosaic is critical and highly sensitive personal data, (along with case notes), held for more than 570,000 clients. However, there is no change to the scope or data currently held by the re-commissioning process.</p>
--	---

Page 40

Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Regular Ongoing review for internal development and as part of future upgrades.	Mark Williams	Ongoing

Version	Description	Created/amended by	Date created/amended	Approved by	Date approved
V1.0	Initial draft	Mark Williams	18.11.2022		
V2.0	Second Draft including amendments and further information around disability accessibility work undertaken.	Mark Williams	01.12.2022	Louisa Harvey	02.12.2022

Examples of a Description:

'Version issued as part of procurement documentation'
 'Issued following discussion with community groups'
 'Issued following requirement for a service change; Issued following discussion with supplier'

This page is intentionally left blank



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

Report to:	Overview and Scrutiny Management Board
Date:	15 December 2022
Subject:	Contract Renewal for the Supply of Electricity 2024 - 2028

Summary:

This report invites the Overview and Scrutiny Management Board to consider a report regarding the Council's arrangements for purchasing electricity, which is being presented to the Leader of the Council between 19 and 23 December 2022. The views of the Board will be reported to the Leader of the Council as part of his consideration of this item.

Actions Required:

The Overview and Scrutiny Management Board is invited to:

1. Consider the attached report and to determine whether the Board supports the recommendations to the Leader of the Council as set out in the report.
2. Agree any additional comments to be passed to the Leader of the Council in relation to this item.

1. Background

The Leader of the Council is due to consider a report on the contract renewal for the supply of electricity 2024 – 2028 which is being presented to the Leader between 19 and 23 December 2022. The full report to the Leader is attached at Appendix 1.

The report identifies that the Council's arrangements for purchasing electricity are up for renewal and recommends that the Leader of the Council approves the Council procuring electricity through the recently renewed ESPO electricity framework October 2024 – September 2028.

2. Conclusion

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

3. Consultation

The Board is being consulted on the proposed decision of the Leader of the Council between 19 and 23 December 2022.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report on Contract Renewal for the Supply of Electricity 2024 - 2028 to be presented to the Leader of the Council between 19 – 23 December 2022

5. Background Papers

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

This report was written by Sophie Reeve who can be contacted on Sophie.Reeve@lincolnshire.gov.uk and Fiona Fielding, who can be contacted on Fiona.fielding@lincolnshire.gov.uk.

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

Report to:	Councillor M J Hill OBE, Leader of the Council and Executive Councillor for Resources, Communications and Commissioning
Date:	19 – 23 December 2022
Subject:	Contract Renewal for the Supply of Electricity 2024 - 2028
Decision Reference:	I028390
Key decision?	Yes

Summary:

The report identifies that the Council's arrangements for purchasing electricity are up for renewal. The report provides an overview of the electricity market, sets out the Council's current arrangements and the alternatives, and proposes a way forward.

Recommendation(s):

That the Leader of the Council approves:-

- 1) the Council procuring electricity through the renewed ESPO electricity framework October 2024 – September 2028; and
- 2) the appointment of Total Gas and Power as the supplier to manage the non-commodity provision; and
- 3) the purchase of brown electricity for the period October 2024-October 2025 reviewing thereafter on an annual basis.

Alternatives Considered:

The advantages and disadvantages of dealing with the purchase of electricity in-house or utilising other framework agreements is detailed below:

1 The Council delivers in-house

Pros

- ✓ The Council has full control and pays no administrative fee

Cons

- ✗ No Specialist staffing resource to deal with the complexities referred to in the

Long-Term Drivers table above, trading software, or track record, no aggregated spend and only minimal quantities purchased.

2 Independent Energy Broker

Pros

- ✓ Dedicated specialist resource
- ✓ Trading software solution already in place

Cons

- ✗ Profit making organisation
- ✗ Reliant on brokers' knowledge and expertise
- ✗ No rebate
- ✗ No transparency around past or anticipated future performance
- ✗ Uncertainty re scale of any aggregated spend and cost of service

3 Alternative Public Buying Organisation

Pros

- ✓ Aggregated spend – attractive to market
- ✓ Dedicated specialist resource
- ✓ Trading software solution already in place
- ✓ Not for Profit Organisation

Cons

- ✗ Unable to benchmark framework performance
- ✗ No influence in decision making at governance level
- ✗ Management fee

Reasons for Recommendation:

ESPO, of which Lincolnshire is a founder member, provides a managed service to the Council using aggregated requirements and their expertise in the energy market to secure the most cost-effective prices and gain budgetary certainty.

Pros

- ✓ Aggregated spend - attractive to the market
- ✓ Framework has previously performed well
- ✓ Rebate received on spend throughput
- ✓ Dedicated specialist and professional resource
- ✓ Trading software solution already in place
- ✓ Ability to influence decision making at governance level
- ✓ Strong customer service
- ✓ Not for Profit Organisation
- ✓ No transition costs/activity

Cons

- ✗ Management Fee
- ✗ Unable to benchmark against other PBO's

1. Background

- 1.1. Since 2007, Lincolnshire County Council (LCC) has procured its electricity supply for traffic lights, street lighting, schools and corporate property through the ESPO Energy Access Agreement (Framework). This framework is accessed by over 100 Local Authorities, Academies, Housing Associations and Charities and ESPO aggregate the requirements to apply leverage to the market to secure more favourable pricing.
- 1.2. The ESPO framework has the flexibility to buy green or brown energy for individual large customers such as LCC. Previous discussions between Property, Highways and the Sustainability Team determined that there were better ways of reducing the Council's carbon emissions for example by reducing consumption rather than absorbing a budgetary increase for green electricity.
- 1.3. The table below shows the consumption in Kilowatt hours (kWh) for the last three contract years of the current framework.

Contract Period	Area	Consumption kWh
Oct 2020 – Sept 2021	Schools	18,475,860*
	Property	21,592,241*
Oct 2021 – Sept 2022	Schools	22,013,670
	Property	25,884,221
Oct 2022 – Sept 2023	Schools	20,867,394
	Property	20,462,952

* Consumption reduced due to periods of lockdown

- 1.4. It should be noted that there is an additional cost of buying all green rather than brown energy. This is because there are generally higher administrative costs, for example obtaining a Renewable Energy Guarantee of Origin certificate and the tendency to have smaller and community owned generators within the portfolio and higher costs of operating due to the investment in detailed forecasting and demand management processes to match generation to demand. It should also be noted that the Council does procure green gas. Currently the additional cost per kWh is £0.0056, which would equate to an additional cost of £231,449.938 per annum based on 22/23 usage.
- 1.5. As part of the work contributing to the achievement of the Green Master Plan, the Council has established the Corporate Landlord Energy & Environment Group (CLEEG) that reports into the Environmental Board. A number of projects are underway, including replacement LED for street lighting, refurbishment of buildings through the smarter working programme, installation of solar PV panels on corporate buildings, etc to reduce the electricity demand.
- 1.6. The Council last time made the decision to purchase brown electricity as opposed to green. Brown energy is energy that comes from conventional fossil fuels, such as oil,

gas or coal. The combustion from these fuels releases harmful emissions into the environment. Renewable or “green” energy all comes from clean sources that are more sustainable and are perceived to be better for the environment e.g. solar, wind, geothermal, biogas, eligible biomass, and low-impact small hydroelectric sources. In fact, 50% of the Council’s brown electricity already comes from renewable sources compared to the 39% average on UK standard electricity. The Council can change its mind on an annual basis should it wish to purchase green electricity.

Current Arrangements

- 1.7. Under the current Framework (Oct 20- Sept 24) the Council signed over delegated authority to ESPO to conduct the commodity trading of brown electricity on the council's behalf. Trading on the commodity market through its internal trading software.
- 1.8. As part of the framework agreement, the supply (non-commodity) of electricity is currently contracted to Total Gas & Power whose responsibility is to correctly charge and invoice the Council for its consumption.
- 1.9. Over the last 12 months events such as the conflict in Ukraine and its subsequent impact on European energy supplies have led to a rapid increase in wholesale energy costs. As a result, in recent months domestic and business users have regularly seen costs that are more than 300% higher than they were a year ago. Wholesale cost for electricity this winter peaked at circa 80p/kWh with annual fixed prices in excess of 70p/kWh.
- 1.10. Estimated volumes of kWh and costs (including standing charges, etc) for the contract period October 22 – September 23 across all property and schools, street and traffic lights before the Energy Bill Relief Scheme is shown in the table below. For comparison the pricing for the 20/21 and 21/22 contract periods are also shown.

Contract Period	Area	Average pence/kWh			Cost
		Day	Night	Other	
Oct 2020 – Sept 2021	Schools	13.98	10.92	11.95	£3,698,472.46
	Property	13.47	10.92	14.92	£3,173,245.08
Oct 2021 – Sept 2022	Schools	15.11	12.10	14.87	£3,454,562.02
	Property	15.05	12.43	16.60	£4,230,095.12
Oct 2022 – Sept 2023	Schools	31.27	28.62	31.00	£6,967,254.97
	Property	31.79	29.48	33.12	£7,111,416.22

- 1.11. The Government has recently introduced the Energy Bill Relief Scheme, which caps the price per kWh for six months from October 2022 to March 2023. This is estimated to discount the cost by approx. £4.3 million.

How it Works

- 1.12. ESPO has dedicated professional resource to meet the Council's needs including.
 - Contract Support Officer
 - Billing Manager
 - 2 Trade and Risk Managers
 - Trade and Risk Analyst
 - Customer Relationship Manager
- 1.13. The dedicated resource has provided the Council with energy market briefings and data reports to meet FOI's as well as managing Total Gas and Power on our behalf. In addition, Total Gas and Power have dedicated resource that only manages the ESPO Framework portfolio.
- 1.14. Electricity Commodity Costs – This is the cost for the purchase of the electricity and is often known as the trading price. This element currently equates to about 45% of the cost per unit that is supplied and is slowly reducing as decarbonisation and network and system costs continue to rise both of which are non-negotiable. They currently make up 52% of the unit price with the supplier's margin making up the remaining 3%.
- 1.15. The existing framework allows ESPO to operate in a flexible manner adopting a hedging strategy which allows for varying volumes to be purchased periodically dependent upon market trends, in accordance with the agreed cover plan levels of the total ESPO portfolio. This is currently under a Purchase in Advance (PiA) strategy.
- 1.16. PiA –is where all of the electricity is purchased before the start of the supply period (this can often be 18 months ahead). This strategy is reasonably conservative allowing the Council to know the fixed price it will pay for the next 12 months and guarantees that the prices achieved are not subject to future market price movements. This creates budgetary certainty.
- 1.17. Changes in Energy demand across the continent will be a key factor in determining the strategy for purchasing this winter. European countries have targets to reduce energy use to help with the expectation of reduced supplies. How successful they are in this strategy will go a long way to determining prices for 2023. Analysts are forecasting that failure to reduce demand combined with a long cold winter could lead to rolling blackouts in some countries, which would have the impact of increasing wholesale costs for winter 2023.

Framework Performance

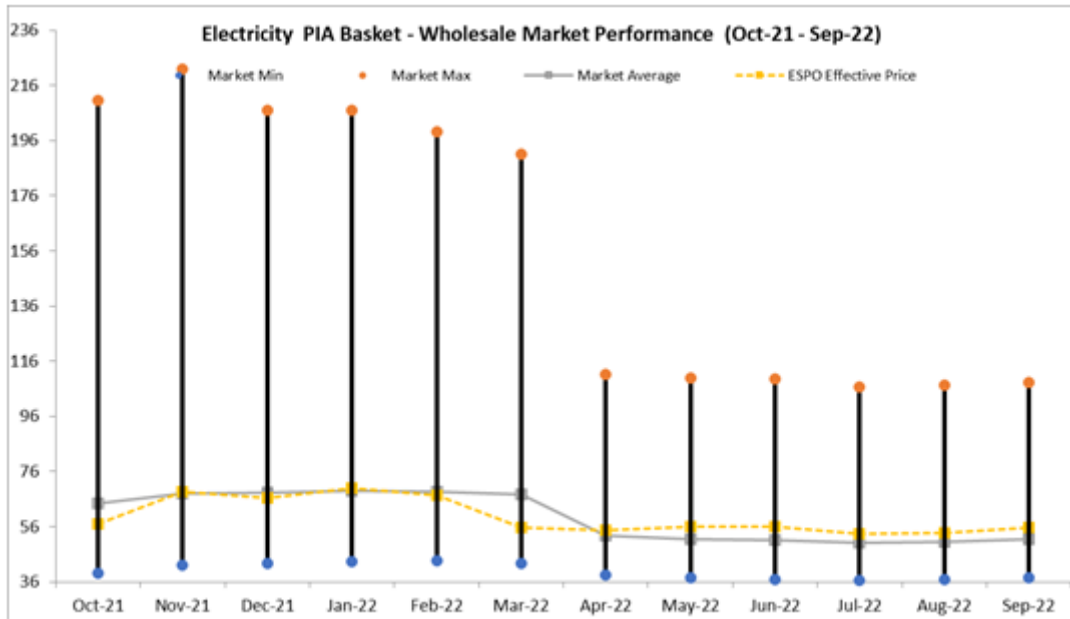
1.18. ESPO takes into account a number of price drivers when purchasing in advance.

Long Term Drivers					
Oil	Regulatory	Infrastructure	Covid-19	Macroeconomic	Political
<ul style="list-style-type: none"> • Demand for Oil recovering, leading to highest prices since 2014 • Japan wanting to impose price cap on Russian Oil • Sanctions placed on Russia are limiting supply • OPEC+ tighten production restrictions • Iran nuclear talks 	<ul style="list-style-type: none"> • Acceleration of Green policies could add further non-commodity costs • Risk of increasing non-commodity charges due to reduction in amounts received in 2020 due to falling energy demand • Changes in energy policy from COP26 • Domestic 2 year energy price cap, Non-domestic 6 month energy price cap 	<ul style="list-style-type: none"> • UK coal phase out brought forward to October 2024 • Return of German Coal, delayed closure of UK Coal Plants • French nuclear availability/heavy maintenance schedule • Sabotage of Nord Stream 1 and 2 • Risk of damage to key gas pipelines in Ukraine • UK France inter-connector operation • New LNG terminals in Europe 	<ul style="list-style-type: none"> • Impact of potential new COVID variants in winter • Booster vaccines likely • Spread of virus and lockdowns in Chinese major cities • Lockdown policies for western governments have changed 	<ul style="list-style-type: none"> • Economic recovery is varied across different sectors • High inflation limiting economic growth • Fears of global recession • High energy prices limit growth • UK GBP is at an all time low compared to US Dollar 	<ul style="list-style-type: none"> • War in Ukraine biggest risk to supply • Many governing bodies/countries choosing not to trade in Russian commodities • Middle East tensions remain and could re-emerge • COP26 agreements limit investment in new fossil fuel sources • Change in political landscape in UK

1.19. The table below shows that ESPO have already purchased a large proportion of the Council's 23/24 electricity supply.

Supply Period	Volume Purchased	Wholesale Price Achieved	Wholesale Price Achieved p/kWh	Year-on-Year Change (%)
Apr-21 to Mar-22	100%	£52.24/MWh	6.044p/kWh	39%
Apr-22 to Mar-23	100%	£215.09/MWh	21.5091p/kWh	256%
Apr-23 to Mar-24	71%	£303.73/MWh	30.3727p/kWh	41%

1.20. The diagram below shows ESPO's trading performance against the current wholesale price for energy against the periods identified in the graph. This shows that ESPO is managing to track close to the current wholesale price throughout the period measured and is managing to avoid the market maximum prices where those prices are volatile and in light of the sector complexity illustrated in the Long Term Drivers table above.



Governance

- 1.21. As a member of ESPO, Lincolnshire County Council has representation on the Energy Governance Panel which oversees buying. The Panel is made up of other partner authorities (County Councils) along with the ESPO Energy Team. This gives the Council the opportunity to influence the strategy and coverplan.
- 1.22. ESPO's role is to track the market and react quickly to market behaviours acting in the best interest of their customers (LCC) on a not for profit basis. In addition, to this ESPO have a proven track record of responsive customer service on administration, account changes, invoice validation and tackling FOI's because they have direct access and priority status with their suppliers. The Council is aware that a number of organisations have returned to the ESPO framework having tried the Crown Commercial Service framework and experiencing poor performance.
- 1.23. The service provided by ESPO is funded by the management fee charged through the utility bills which is passed back to ESPO by TGP. The total cost for LCC's portfolio, based upon current meters and/or supply is currently £14,300 per annum (fixed).

Benchmarking

- 1.24. On previous occasions the Council have tried to benchmark the ESPO framework against similar framework agreements. This presented a number of issues, framework owners declined to share their frameworks performance figures for the following reasons;
- Trading periods differ
 - Buying strategies and risk profiling will differ
 - Coverplans differ
- 1.25. This has been recognised by the Local Government Association and whilst discussions have taken place between them and purchasing organisations in relation

to publishing performance figures, the Public Buying Organisation's (PBO's) have still not shared any information. In addition, the complexities of the market and the un-influenceable factors that impact on commodity pricing means that whilst a framework's buying strategy may perform well one year, it may not perform as well the following year.

Proposal

- 1.26. The proposal is to sign up to the recently established ESPO Electricity framework Oct 2024 – Sept 2028, thus allowing ESPO to continue with the commodity trading with Total Gas and Power again being the preferred supplier to manage the non-commodity provision.
- 1.27. The proposed approach is aligned with recommendations set out in the National Procurement Strategy in that Council's should look to utilise PBO's for their energy provision. In addition, the Council will receive a rebate based upon the throughput of this framework.
- 1.28. The Council receives an annual rebate from ESPO which is calculated using a number of factors such as spend through the top 10 frameworks (of which the Electricity framework is one), spend through the catalogue, and other income generated through running procurements on behalf of public sector customers. Spend through the Electricity framework generates approximately one third of the rebate for the Council.

2. Legal Issues:

Equality Act 2010

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

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

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

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

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.

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

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

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

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

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

Equality issues have been considered and there are not considered to be any issues arising out of this decision.

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

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

The Joint Health & Well Being Strategy (JHWS) has been considered and there are not considered to be any direct impacts of this decision.

Crime and Disorder

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

Crime and disorder issues have been considered and there are not considered to be any issues arising out of this decision.

3. Conclusion

It is recommended that the Council sign up to the recently established ESPO Electricity framework October 2024 – September 2028 for the purchase of electricity; continues with Total Gas and Power being the supplier to manage the non-commodity provision and; purchases brown electricity for the period October 2024 – September 2025 reviewing thereafter on an annual basis.

4. Legal Comments:

The Council has the power to enter into the framework proposed which is compliant with the Council's procurement obligations.

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

5. Resource Comments:

The recommendation in this report should secure best value by providing competitive pricing, while reducing procurement, management and administrative costs. Electricity costs will continue to be funded from services' revenue budgets.

Whilst it must be noted that there is currently considerable risk and uncertainty within energy markets because of international events – with costs now higher than they were expected to be twelve months ago, the proposal set out in this report enables the Council's financial planning process to reflect more accurate cost estimates for 2023/24 in its budget proposals.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Overview and Scrutiny Management Board at its meeting on 15 December 2022 and the comments of the Board will be reported to the Leader of the Council before the decision is taken.

d) Risks and Impact Analysis

With any switching of utility contracts there is always the issue of data migration to a new provider and the setting up of a billing system, this can be resource intensive. Other risks are detailed in the body of the report

7. Background Papers

No Background Papers within the meaning of section 100D of the Local Government Act 1972 have been used in the preparation of this Report.

This report was written by Sophie Reeve who can be contacted on Sophie.Reeve@lincolnshire.gov.uk and Fiona Fielding, who can be contacted on Fiona.fielding@lincolnshire.gov.uk.

This page is intentionally left blank



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

Report to:	Overview and Scrutiny Management Board
Date:	15 December 2022
Subject:	Business World System Re-Design Update

Summary:

This report provides an update to the Overview and Scrutiny Management Board on the progress of the re-design of the Council's Business World Enterprise Resource Planning (ERP) system following approval from the Executive on 17 December 2019 to move to the Hoople Ltd platform.

The Council is now a shareholder of Hoople Ltd and the re-design is on track to go live on 1 April 2023.

Actions Required:

The Overview and Scrutiny Management Board is invited to:

1. Review the report and provide feedback on the points raised.
2. Receive a further update in May 2023 to reflect upon the outcome of go-live, the first payroll in the new system and any matters to be addressed.

1. Background

The Executive considered a report on the re-design of the Council's Business World system at its meeting on 17 December 2019. The following recommendations were approved:

- i. That the Business World enterprise resource planning system be re-designed, to rectify the issues that the Council and Schools are facing.
- ii. That the re-design be affected by moving to the existing Business World platform operated by Hoople Limited.
- iii. That approval be given to the Council becoming a member of Hoople Limited, by the acquisition of shares in the company.

The Business World re-design project was duly initiated to start mobilisation phase in January 2020.

Governance

The Council officially became a shareholder in Hoople on 27 July 2021 and officers are preparing the final draft of the service level agreement for the delivery of the services, to commence on 1 April 2023. TUPE terms and conditions have now been agreed and formal consultation for the affected staff will begin in January 2023.

Project oversight is provided through a range of groups and boards. The overarching project board includes membership from key stakeholders in HR, Finance and Systems, along with strategic partners such as Serco and Hoople. Beneath this sits a number of workstream groups overseeing the design of the new system and change management required to ensure its successful implementation.

This is supported by regular progress reporting to Elected Members and the Corporate Leadership Team (CLT).

Project Milestones

The project team has reviewed and revised the plan to enable Business World (BW) to go-live on 1 April 2023.

Given the duration of the project, it has been necessary to include BW system version updates within the project as the system has moved on and the Council, along with other clients, need to remain as up to date as possible. The Council's current BW system is on version 6.4 and due to the complexities cannot be easily upgraded further. The Council will go live on version 7.10 which is due to be tested in line with other Hoople clients and is the most up to date version supported by Unit 4 (BW developer).

The overarching plan for a 1 April go-live is driven by 14 milestones which vary in duration and include all activity in relation to the solution, the data, the technical infrastructure, the future service model, and all change management activity (including training). The plan is regularly reviewed and constructively challenged by colleagues within the project, and based on the agreed critical path, milestones have been created where a failure to deliver could have an impact on the successful delivery of the system by 1 April 2023.

Reporting has been initiated for milestone progression and agreement to proceed is approved by identified senior responsible officers. Any milestone activities not completed in full are classed and reported on as an exception.

Milestones 1-6 have been approved and documented in full, with any exceptions and risks being identified and mitigated to ensure full transparency when agreeing to move to the next milestone. At the time of drafting this report, milestones 7 and 8 have been completed and are in the process of being approved, with milestone 9 being reviewed.

Milestones include the following critical activity:

- Milestone 7 and 8 (11 November 2022) - Data Migration and Reconciliation 5 and Version 7.10 Update Complete (Pre-Requisite for Regression Test on Version 7.10)
- Milestone 9 (18 November 2022) - All Training and Guidance Material Completed
- Milestone 10 (31 December 2022) - All Data Cleanse Activity Completed
- Milestone 11 (6 January 2023) - All Change Management Action Plans Delivered
- Milestone 12 (20 January 2023) - Regression Test on Version 7.10
- Milestone 13 (10 February 2023) - Data Migration and Reconciliation 6 (Dry Run)
- Milestone 14 (31 March 2023) - Full Cutover Plan Delivered

Key functional areas

Fundamental to the successful delivery of the project is the ability to deliver three key functional areas:

- Paying suppliers
- Receiving income
- Paying staff

Significant testing is carried out to provide the required levels of assurance. Systems testing has been completed with positive results and approval to move onto the user testing. Again, the user testing (known as User Acceptance Testing (UAT)) has not highlighted any significant concerns in relation to the build and the team continue to work to resolve any outstanding defects.

Testing has included Lincolnshire Fire and Rescue and schools, as well as corporate functions. Access to schools' capacity to carry out UAT has continued to be a challenge, so to support this, wherever processes could be replicated by the Council, they were, and proved to be successful. Specific communication and engagement with schools has been planned as a mitigation for any final tests they did not get to complete themselves.

For context, the following are example areas of the system tested during August/September 2022.

- Any exceptions identified during previous UAT
- Newly developed change requests to the system
- Version 7.8 update to the system
- Payroll Tests
- Interfaces with other systems
- Annual Leave Scenarios
- Reports

Overall, 655 tests were conducted and passed, with a number of HR and Finance tests unable to be completed due to Council-wide technical issues resulting in testers being unable to access the system. These will be carried forward into the final phase of test

which will run from November 2022 until January 2023 and includes 135 tests for finance and 119 tests for HR.

Paying suppliers - Various scenarios have been fully tested, including:

- simulating purchase orders
- multi-line purchase orders, with multiple invoices
- paying supplier invoices
- raising sales orders
- interactions with Council and pensions bank accounts
- invoices entered directly into Business World for payments not related to goods or services (such as grants)
- approval and rejection scenarios
- BACS and cheque payment run and reversal
- 'parking' transactions

Receiving income - Income is primarily taken through the sales and invoicing processes in the system, which have been tested in full, with no significant issues raised and any identified defects having been resolved.

Since January 2022, the Council has been working with Unit 4 to identify a replacement solution for the cash and income manager module of Business World which is no longer being developed by Unit 4. During discussions, it was identified that a replacement (Unit 4 affiliated) product delivered by HeyCentric would be a suitable replacement, and the Council, along with Serco, Hoople and Unit 4 have commenced implementation.

Without replacement of the cash and income manager module, the Council would face pending significant disruption to the existing 'Card Holder Not Present' payment collections due to Mastercard no longer supporting this arrangement, as well as operating a module which Unit 4 were no longer developing and no longer had the expertise to maintain. The move to HeyCentric will also provide demonstratable benefits in the delivery of meeting PCI-DSS (Payment Card Industry – Data Security Standards) requirements.

The sudden need to include this change in income module has impacted on the project as it has required key resources and cost for the Council, Serco and Hoople to manage and test its implementation. The Web Payments module of HeyCentric went live on 31 October 2022 and the project is now focussing on the implementation of the MOTO module (Mail Order Telephone Order) which is planned for completion in January 2023. The Council will then transfer to the full HeyCentric module in Hoople at the point of go-live.

Although cash and income manager was tested in the earlier phases of the project, and testing of HeyCentric is to be managed up at a later stage, to date there have been no significant issues raised with how this interreacts with Business World.

Paying staff - The project has conducted a detailed payroll parallel run (PPR) exercise over all four payrolls and have reconciled the output down to the penny. All payments and deductions have been checked alongside the gross and net payments to ensure the payroll function would work in the real world.

With absence and pensions being the most complex area of the payroll, this has been included in the above-mentioned test plan for particular focus, test, recording and monitoring with colleagues in Lincolnshire County Council (LCC), Hoople and Serco.

The table below shows the PPR net pay results by amount. These are recorded across each of the payrolls by PPR period for both the Legacy and Hoople systems.

Net Pay Comparison Overview (Amount totals)

	PPR1 Sep-20		PPR2 Oct - 20		PPR3 Nov-20	
PR	Net in Legacy	£8,806,673.89	Net in Legacy	£8,174,548.68	Net in Legacy	£8,199,121.63
	Net in Hoople	£8,806,673.90	Net in Hoople	£8,174,548.68	Net in Hoople	£8,199,121.63
	Difference	£0.01	Difference	£0.00	Difference	£0.00
SC	Net in Legacy	£5,917,258.01	Net in Legacy	£5,985,879.32	Net in Legacy	£6,179,156.19
	Net in Hoople	£5,917,257.99	Net in Hoople	£5,985,879.32	Net in Hoople	£6,179,643.91
	Difference	£0.02	Difference	£0.00	Difference	£487.72
FR	Net in Legacy	£247,476.24	Net in Legacy	£243,349.22	Net in Legacy	£229,263.90
	Net in Hoople	£247,476.24	Net in Hoople	£243,349.22	Net in Hoople	£229,263.90
	Difference	£0.00	Difference	£0.00	Difference	£0.00
TT			Net in Legacy	£275,151.61	Net in Legacy	£278,349.89
			Net in Hoople	£275,151.61	Net in Hoople	£278,349.89
			Difference	£0.00	Difference	£0.00

KEY

PR	Council Payroll
SC	School Payroll
FR	Retained Fire Payroll
TT	Teacher Top Up Pension Payroll

The differences of 1p or 2p seen in PPR1 were caused by rounding imbalances on a very small number of Resource records - these issues were identified at the end of PPR1 and subsequently fixed ensuring the issue did not occur in PPR2 and PPR3.

PPR3 was balanced in full, with the one exception of Schools - total Net Pay difference of £487.72, which was spread out over many staff. After extensive reconciliation investigation, it was deemed that this related to human input errors into the system and were not driven by specific system calculation errors.

On completion of the PPR exercise, a range of additional checks, further testing and overall service readiness assurance for the Council and Serco have been included in a

Payroll Assurance Plan. The Plan is managed by the Council's HR service, with regular engagement and support from the project and Serco's payroll team to ensure the services have the capacity, knowledge and understanding of the solution to deliver payroll services. The Plan includes over 90 tasks covering a range of area including:

- Governance
- Service readiness
- Risk management
- Pensions matrix
- Payroll testing
- Payment and Deductions Characteristics
- Pension auto-enrolment
- Shadow payroll
- Training and guidance
- Rates review
- Data cleanse
- Implementation

Data

To date, there have been five iterations of data migration; an exercise which transfers the Council's data into the new system to test it's being applied successfully. Migration 5 was successfully completed on 18 November 2022, with all data across HR and Finance being loaded effectively.

During these exercises a range of data quality issues have been and continue to be identified in the Council's current system. The project team is working closely with the services to ensure all identified issues are being resolved, that business as usual processes ensure accurate recording of data, and that monthly assurance reporting is in place to highlight any process issues. Colleagues in the Council's Information Assurance team are engaged in this process and providing support to our information asset owners (those ultimately responsible for data quality).

As part of the cutover plan to the Hoople system, officers will be working with IMT colleagues to ensure that the existing legacy system is primed as a backup solution should there be any significant issues. This will include ensuring we apply the latest payroll patches (these come out each year to reflect national payroll changes) to our current system.

Change Management

As part of the implementation there will be a range of training on offer for all staff, ranging from a general overview for those who have limited interaction with the system, through to detailed functional training.

There will be a range of training approaches, including step by step guides, e-learning, Teams training and videos for simple, quick tasks. This will include dedicated training for budget managers, which includes the role of budget manager, whilst reiterating role requirements in addition to using the system. Similarly for line managers, training will cover the use of system but also the role of the manager to run, review and act upon management reports in order to manage areas such as staffing establishments, sickness absence and so on.

There will also be dedicated training for schools, specifically Headteachers and bursars, along with drop-in sessions for Elected Members which will be supported by Democratic Services.

An overview of the planned training and guidance is set out below.

User Group	Cohort	Method of Training
All Employees	5,469	MS Teams Seminars supported by step-by-step guides and videos on Fresh Service
Line Managers	783	E-Learning on Lincs 2 Learn supported by step-by-step guides and videos on Fresh Service
Budget Managers (Exc. Schools)	70	MS Teams Training Courses supported by step-by-step guides and videos on Fresh Service
Spend Managers (Exc. Schools)	160	MS Teams Training Courses supported by step-by-step guides and videos on Fresh Service
Logistics (Requisitioning and Sales)	575	Step by step guides and videos on Fresh Service
Schools Finance, HR and Payroll (Head Teachers and Bursars)	400	MS Teams Training Courses supported by step-by-step guides on Fresh Service and E-Learning on Lincs 2 Learn
LCC Finance	78	MS Teams Training Courses on new tasks supported by step-by-step guides on Fresh Service
LCC HR	32	Step by step guides on Fresh Service
Serco HR and Payroll	34	Step by step guides on Fresh Service
Serco Finance (AP/AR)	31	Step by step guides on Fresh Service
Elected Members	70	Train the trainer with Democratic Services, drop-in sessions around key meetings supported by step-by-step guides.

Beyond training there has been specific engagement with senior officers about ownership of accurate data in the system and ensuring that key processes are followed in order to optimise the Council's use of Business World and realise the benefits which it can bring.

Implementation

From January 2023 the project will be in the implementation phase of the plan. Development of this plan is already well underway and includes critical activity around data migration, training delivery, communication, and engagement. The planning around when users stop using the current system before moving to the new system will be covered in detail and what are currently monthly project boards, will move to fortnightly in February 2023 and weekly in March and April 2023.

A range of service readiness acceptance criteria is now being developed for senior responsible officers to review and approve to provide the assurance of overall system readiness at go-live. This will then be presented to CLT so that a go/no-go decision can be made. The existing system will be maintained as a back-up right up to go-live, should there be any direct issues with the new system, or in-direct issues, such as a cyber-attack etc.

2. Conclusion

Since the reset of the Business World Redesign project, the completion of eight milestones, and following detailed review with project and service leads, it is believed that a go-live of 1 April 2023 remains achievable. Post go-live, there will be ongoing monitoring to ensure the benefits of the new system are being realised and a plan for medium and longer-term optimisation is developed alongside Hoople and continues to be reported into CLT and Elected Members as required.

The Board is requested to review how it would like further progress of the re-design to be reported into it. It is recommended that a further update be provided in May 2023 to reflect upon the outcome of go-live, the first payroll in the new system and any matters to be addressed.

3. Consultation

a) Risks and Impact Analysis

A full project risk and issue register is maintained and regularly reviewed. The current Key Risks and Issues to the project are:

Labour shortages and capacity – The project has four open risks in relation to labour shortages and capacity:

- *IMT* – there is a risk that due to shortage of staff within IMT the required level of technical input is not provided to the project.

To mitigate, the Assistant Director - IMT and Enterprise Architecture, attends a fortnightly technical call to provide steer and guidance to the project team.

- *Service resources and overlapping activity* – there is a risk that a number of key activities are to be delivered by the same individuals within the service putting a strain on their capacity which may result in deadlines being missed.

To mitigate, the project continues to review resource requirements for each key milestone, resource plans have been collated into an overarching plan and regular meetings are in place to understand any clashes and priorities are agreed and managed.

- *Hoople Solutions Architect Leaving* – there is a risk knowledge will not be transferred from the Lead Solution Architect when they leave on 25 November 2022.

To mitigate, Hoople has recruited new individuals to pick up project specific activities but are also engaging the wider Hoople BAU team to ensure knowledge is transferred to the substantive team. The individual also agreed to two months' notice to ensure all activity can be handed over.

- *Strategic Reports Review* – there is a risk the volume of reports identified during the review are not built and tested ahead of go live.

To mitigate, the Council has prioritised the reports required for day 1 of go-live and Hoople is working on them in this priority order. Hoople has also recruited a specific reports writer resource to work on these reports.

Data Quality and Cleansing – There is a risk that if the quality of the data held in our existing system is not improved in line with the Hoople standard, that key functions, including payroll, will not work effectively and key benefits identified will not be realised.

To mitigate, HR is leading an exercise being undertaken alongside Serco to resolve the inaccuracies in the system; this activity is due to be completed February 2023. Routine assurance reporting is also in place to monitor this.

Payroll Service Readiness – There is a risk that the Council's payroll service is not prepared to utilise the new system at the point of go-live.

To mitigate, a detail payroll assurance plan has been put in place as described in this report and additional dedicated training has been commissioned by Hoople to enhance the payroll service knowledge and understanding of the processes in the system ready for go-live.

4. 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 Sadie Rossington, who can be contacted on sadie.rossington@lincolnshire.gov.uk.

This page is intentionally left blank

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

Report to:	Overview and Scrutiny Management Board
Date:	15 December 2022
Subject:	Developer Contributions Scrutiny Review – Final Monitoring Update of Action Plan

Summary:

This report sets out the final monitoring update on the recommendations from Scrutiny Panel A's review on Developer Contributions. It demonstrates that the Scrutiny Panel's recommendations can be broken down into three headings:

- Involving local councillors more closely in formulating the Council's response to planning applications.
- Providing a "whole council" Developer Contribution response to planning applications, which outlines both the Council's statutory and non-statutory opinions on planning applications, notably to ask for developer contributions to strategic and local priorities.
- Demonstrating to the public that the Council has commented on planning applications.

The report shows that all recommendations that can be actioned have now been completed, and those that require on-going officer time are now in progress and will develop as per business as usual.

Officers have now been trialing the agreed Strategic Approach with affected Lincolnshire County Council (LCC) service areas. The trial is achieving the results expected therefore we plan to go live early in the new year. We are also working with the Communications Team to provide guidance to external organisations which will be affected by our new approach.

Actions Required:

It is recommended that the Overview and Scrutiny Management Board:

1. Reviews and comments on the progress made on implementing the recommendations from the Developer Contributions review.

2. Recognises that processes have been implemented which address each of the recommendations on Developer Contributions which were made by Scrutiny Panel A.
3. Tasks officers with moving to “Business as Usual” and starting to report on progress with Developer Contributions through the Council’s normal performance management protocols rather than through the Board.

1. Background

In September 2020, the Executive Councillor for Economy and Place, Councillor C J Davie, with the backing of Group Leaders, asked Scrutiny Panel A to carry out an urgent short review of Developer Contributions to see how the County Council can maximise the benefits for local communities from such contributions. The urgent review was chaired by Cllr L Wootten, and the Scrutiny Panel produced a report in Autumn 2020.

The report on Developer Contributions was approved by the Overview and Scrutiny Management Board at its meeting on 17 December 2020.

There were six recommendations contained in the report for the Executive's consideration. On 05 January 2021 the Executive was invited to consider the report and assign responsibility to the relevant Executive Councillor(s) for responding to the report.

The recommendations which were accepted (which included an action plan), are included at Appendix A. Also included against each of the recommendations is an update which has been provided by the assigned lead officer.

The recommendations and action plan indicate the practical steps that will be taken, but the Executive Councillors were keen to ensure that the Council performs the role that it has in planning in a leading, directive, and proactive way.

2. Conclusion

This report meets the obligation to scrutinise the progress on the Developer Contributions recommendations.

3. Consultation

a) Risks and Impact Analysis

See the body of the report.

4. Appendices

These are listed below and attached at the back of the report:	
Appendix A	Action Plan Arising from Recommendations
Appendix B	Leadership Statement
Appendix C	Escalation Process

5. Background Papers

Document title	Where the document can be viewed
Developer Contributions Scrutiny Review - Executive Response and Action Plan – Overview and Scrutiny Management Board 17 March 2021	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=553&MId=6067&Ver=4
Final Report from the Developer Contributions Scrutiny Review – Executive 5 January 2021	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&MId=5750&Ver=4

This report was written by Warren Peppard, Head of Development Management, who can be contacted on warren.peppard@lincolnshire.gov.uk or 01522 554637.

APPENDIX A - ACTION PLAN ARISING FROM RECOMMENDATIONS

Recommendation	Initial Response	Action	Timescale	Lead Officer
<p><u>Recommendation 1</u> That Lincolnshire County Council continues to oppose those aspects of the 'Planning for the future' White Paper which will limit the Council's ability to ensure that new developments have as little negative impact as possible on existing residents, communities, and businesses.</p>	<p>It is imperative that national planning frameworks do not contradict our ambitions for the future of Lincolnshire.</p> <p>Therefore, strong responses will be made to future consultations.</p>	<p>To produce a response to national planning consultations – all responses to be signed off by the Executive Councillors for Place and for the Environment.</p>	<p>To be determined by Government consultation timetables</p>	<p>Vanessa Strange – Head of Infrastructure Investment</p>

15/12/2022 Update - LEVELLING UP AND REGENERATION BILL - Updates on the Levelling Up and Regeneration Bill are now on the work programme for the Environment and Economy Scrutiny Committee. Any future responses to consultations will be agreed by the Environment and Economy Scrutiny Committee. Therefore, the Board's agreement is required that the objectives of Recommendation 1 have now been met and that this update will be the last presented to the Board.

Recommendation	Initial Response	Action	Timescale	Lead Officer
<p><u>Recommendation 2</u> That officers continue to work with developers, building a strong relationship so that developers continue to see Lincolnshire County Council as a partner with whom to engage and whose priorities should be adhered to, whatever the recommendations that are made through new legislation next year.</p>	<p>The Council's relationship with developers is critical so that they understand the type of communities that we expect Lincolnshire to have in the future.</p> <p>Providing clear guidance to developers, but being proactive and accessible to them, is essential.</p>	<p>A leadership statement will be produced, setting out the Council's ambitions for the county's future.</p> <p>Regular meetings will be held of a developers forum to provide clarity to developers of the Council's expectations.</p>	Continual	Warren Peppard – Head of Development Management

15/12/2022 Update – The Leadership statement has now been produced and can be found at Appendix B. Following the Board’s meeting we will publish the Leadership Statement on the Council’s website, and on the regular newsletters that the Development Management Team produce for developers. Notable improvements have been made and will continue to be made regarding developer relationships, as presented in previous updates. In addition to previous updates, regular meetings (every 12 weeks) are taking place between Development Management officers and Chestnut Homes, Allison Homes, Larkfleet Homes, Lindum’s, Gleeson’s, Persimmon’s, Ashwood’s, Ashley King, Barratts, Bellways, Vistry, Bovis, Linden and Countryside Developments. The Board’s agreement is required that the objectives of Recommendation 2 have now been met and that this update will be the last presented to the Board.

Recommendation	Initial Response	Action	Timescale	Lead Officer
<p><u>Recommendation 3</u> That the Council establishes a strategic approach to requesting, co-ordinating, and monitoring Developer Contributions. The Executive Councillor for Commercial and Environmental Management and the Executive Councillor for Economy and Place should work with the Head of Development Management in its establishment.</p>	<p>Alternative version: The Council's relationship with local planning authorities is as critical as its relationship with developers. Local planning authorities need to understand in advance the impact of developments on the community and on the services that the County Council provides to those communities. During the next electoral term we will be much clearer in the way that we articulate these.</p>	<p>Alternative version. A leadership statement will be produced and communicated to all local planning authorities. Services within the Council will be supported in analysing the impact of proposed developments, and they – and input from ward members - will be used to advise Executive Councillors of the contribution that is to be sought from developers. The Council's comments on planning applications will be posted in full on the Council's website.</p>	Mar 2022	Warren Peppard – Head of Development Management

15/12/2022 Update – The highway and lead local flood authority statutory responses to major planning applications have been posted on the County Council’s website since March 2021. The proposed Strategic Approach was presented to the Board in May 2022. Highways, Lead Local Flood Authority, Education, Public Health and Fire and Rescue have been trialling the Strategic Approach for the last month, and the new co-ordinated Strategic Approach will go live in January 2023. The Local Planning Authorities will be notified of the new process by the Communications Strategy referred to in Recommendation 6 – Objective 4.

Recommendation	Initial Response	Action	Timescale	Lead Officer
<p><u>Recommendation 4</u> On those occasions where a scheme cannot viably fulfil all requests for Developer Contributions, the Executive should decide which schemes should be prioritised using a published escalation process. The Executive Councillor for Commercial and Environmental Management and the Executive Councillor for Economy and Place should work with the Head of Development Management in its establishment.</p>	<p>Executive Councillors and senior officers to agree a corporate strategic vision of what LCC want from major developments (as above).</p> <p>Strategic scheme prioritisation is also to be established, to facilitate future decision making.</p>	<p>A Developer Contributions Escalation Process to be established.</p>	<p>Mar 2022</p>	<p>Warren Peppard – Head of Development Management</p>

15/12/2022 Update - A draft Developer Contributions Escalation Process has been produced (refer to Appendix C). The draft process has been agreed with Legal Services to ensure that the delegated powers within the Council's Constitution are reflected correctly in the process.

Recommendation	Initial Response	Action	Timescale	Lead Officer
<p><u>Recommendation 5</u> An Infrastructure Funding Statement (IFS) should be produced annually by the Executive in line with the requirements in the Community Infrastructure Levy Regulations 2019.</p>	<p>The IFS is a procedural requirement. However, if it is only seen as a procedural requirement then its purpose is missed.</p> <p>LCC has a leading role in the planning process and in supporting communities for the future. Therefore, it is essential that the audience for the IFS is the wider public – it should be readily available and written in plain English to show the public how LCC has sought to represent their interests in seeking developer contributions from planning applications.</p>	<p>The IFS to be produced for the approval by the Executive.</p>	<p>Annually</p>	<p>Vanessa Strange – Head of Infrastructure Investment</p>

15/12/2022 Update - The annual Infrastructure Funding Statement is now presented to the Board, separate to the Developer Contribution updates, for consultation and feedback to the Executive prior to decision. The Board's agreement is required that the objectives of Recommendation 5 have now been met and that this update will be the last presented to the Board.

Objective	Evidence	Action	Completion	Lead Officer
<p><u>Recommendation 6 - Objective 1</u> Ensure all councillors are aware of the Developer Contributions process and their role in the process.</p>	<p>A date is being identified for an induction session after the May local elections.</p>	<p>Democratic Services will arrange training for councillors as part of their induction after the May elections and on-going Councillor Development sessions to be arranged by Local Plan areas. Training to include:</p> <ul style="list-style-type: none"> • Overview of the planning process; • What are Developer Contributions? • The Developer Contributions process; • LCC role vs District Council role; • The role of the local member in the Developer Contributions process. <p>Short guide for councillors including a flow chart of the planning process.</p>	<p>To be agreed by Democratic Services</p>	<p>Nigel West – Head of Democratic Services David Hair – Member Services Manager Warren Peppard – Head of Development Management</p>

15/12/2022 Update - A training session on Development Contributions was presented by the Development Management Team to members on 24 September 2021. The presentation and the recording have also been uploaded to the Councillors Hub, for viewing by those members who were unable to attend, and to allow future reference for all members.

Additional training sessions centred around local plan areas have now been arranged with members. Twenty six members accepted our offer and meetings have now been scheduled during September 2022 - January 2023. During the meetings officers gave/will give an overview of the planning process, talk through the proposed allocated growth, explain LCC vs District role, and discuss the role of the local member in the Developer Contribution process. The Board's agreement is required that the objectives of Recommendation 6 – Objective 1 have now been met and that this update will be the last presented to the Board.

Objective	Evidence	Action	Completion	Lead Officer
<p><u>Recommendation 6 - Objective 2</u> Improve the process for councillor notification of planning applications in their divisions and their engagement in identifying potential uses for Developer Contributions.</p>		<p>Councillors will receive emails with notification of any planning applications in their divisions. Emails will outline a process that is accessible to all councillors, explain what is expected of councillors in their response and cover all areas of the council.</p> <p>Councillors will input into the development of a list of potential local schemes in their area to fund through Developer Contributions, via the on-going councillor development sessions to be arranged by Local Plan areas.</p>	To follow objective 1	Warren Peppard – Head of Development Management

15/12/2022 Update – The councillor notification emails have now been amended. In addition to the amendments to the notification emails, councillors have received awareness raising sessions with Development Officers as per Recommendation 6 – Objective 1, during which any potential schemes identified by local members, will be placed on a list of potential schemes for consideration. The Board’s agreement is required that the objectives of Recommendation 6 – Objective 2 have now been met and that this update will be the last presented to the Board.

Objective	Evidence	Action	Completion	Lead Officer
<u>Recommendation 6 - Objective 3</u> Training for officers in the relevant service areas to raise awareness of the role of the councillors and provide them with the knowledge and skills to answer queries from their constituents, parish councillors and general public concerning Developer Contributions.		The Development Management Team will develop a training package for relevant officers to raise awareness of the role of county councillors and provide them with the knowledge and skills to answer queries from parish councillors and the general public regarding Developer Contributions.	To follow objective 1	Warren Peppard – Head of Development Management

15/12/2022 Update - Training has taken place at which officers have been provided with the necessary knowledge and skills to answer queries regarding Developer Contributions. Regular knowledge and skills sharing will also be introduced into the Service Impact of Growth Group (quarterly meeting of officers). The Board's agreement is required that the objectives of Recommendation 6 – Objective 3 have now been met and that this update will be the last presented to the Board.

Objective	Evidence	Action	Completion	Lead Officer
<u>Recommendation 6 - Objective 4</u> To improve awareness of the County Council's role in the Development Contributions process to the public, and parish/district councils.		The Communications Team will develop a Communications Strategy to provide podcasts and guidance to parish/town councils and district councils, and to place on the County Council's website and in libraries to provide clarity of the County Council's role in the Developer Contributions process.	To follow objective 1	Communications Team

15/12/2022 Update - The Communications Team is in the process of providing guidance to parish/town councils and district councils, and to place on the County Council's website and in libraries to provide clarity of the County Council's role in the Developer Contributions process.

Development management leadership statement

Supporting growth and development in Lincolnshire

October 2022



About us

The county council's development management team make sure that as Lincolnshire grows, it does so in a clean, green, sustainable way that makes life better not worse, for our residents.

Reviewing planning applications, approving technical designs, advising on improvements that could be made and making sure flood risk is considered properly, are all key to influencing how developments, including housing, go forward.

Continuous improvement

Lincolnshire County Council continues to support growth and development in our county.

Despite difficult local and national circumstances affecting all of us, we continue to adapt and improve services and facilities.

Showing the value of good local services which support both Lincolnshire residents and local businesses, we are planning for the future and maintaining our ambitions.

Lincolnshire County Council is committed to facilitating the right growth in the right area. We are committed to achieve for our local residents and communities working with public and private organisations to bring greater and lasting benefits to our county.

Challenging times

Along with our communities, we are seeing increasing costs for both our day-to-day spending and larger projects.

With increasing demand for services and restricted government funding, we are very aware of the balance we must strike between helping those who need it most, and staying afloat ourselves.

Our officers are dedicated to building strong relationships with local planning authorities, developers and other relevant organisations. This ensures the county council is integral to developments, providing trusted advice in the best interests of our county.



Our ambitions

Lincolnshire County Councils Corporate Plan sets out what we want to achieve for residents and communities across Lincolnshire.

The full plan can be read at www.lincolnshire.gov.uk/corporate-plan and includes the following ambitions relevant to our development management approach.

Support high aspirations:

- Help neighbourhoods flourish
- Support businesses to succeed
- Protect the environment for the future

Create thriving environments:

- Look after our places in a sustainable way
- Develop our county for a prosperous future

Provide good value council services:

- Support community spaces and travel
- Encourage innovation and are innovative ourselves

The council also has a constitution explaining how the council operates and makes decisions, ensuring that the council is efficient, transparent and accountable. This can be viewed at www.lincolnshire.gov.uk/council-business

To help everyone understand how we work, what we need and what our priorities are, we have produced a number of guidance documents.

These documents are continually being reviewed to react to any national and local changes. They also form the basis of technical discussions and advice we give.

These can be found at www.lincolnshire.gov.uk/highways-planning



Our commitment to our partners

- To work proactively with you to ensure the right developments are in the right places
- To provide clear guidance in line with local and national policy
- To be accessible in offering key advice and support

Contact us

Email: developmentmanagement@lincolnshire.gov.uk

Visit: www.lincolnshire.gov.uk/highways-planning



Escalation Process – Developer Contributions

V0.2

Table of contents

Foreword 3
The purpose of the document 3
Process 4
Flowchart..... 5

DRAFT

Foreword

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

The report on Developer Contributions was approved by the Overview and Scrutiny Management Board at its meeting on 17 December 2020.

There were six recommendations contained in the report for the Executive's consideration. On 05 January 2021 the Executive was invited to consider the report and assign responsibility to the relevant Executive Councillor(s) for responding to the report. The recommendations were accepted by the Executive.

The purpose of the document

To establish a Developer Contributions Escalation Process.

Recommendation 4 of the Scrutiny Review states 'On those occasions where a scheme cannot viably fulfil all requests for Developer Contributions, the Executive should decide which schemes should be prioritised using a published escalation process. The Executive Councillor for Commercial and Environmental Management and the Executive Councillor for Economy and Place should work with the Head of Development Management in its establishment'.

DRAFT

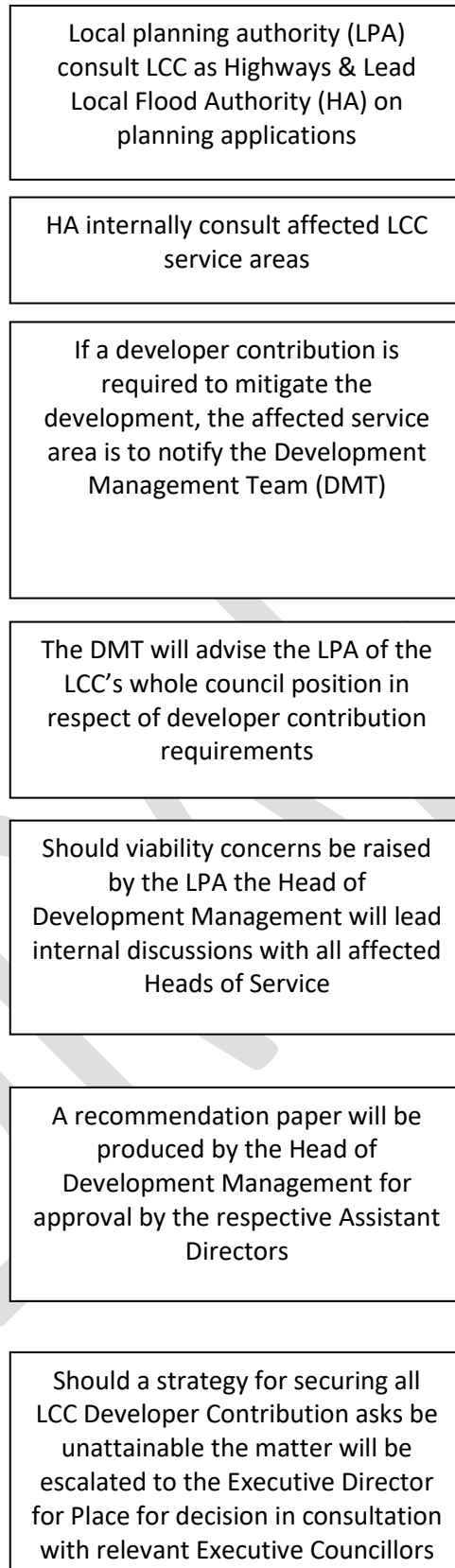
Process

In line with the National Planning Policy Framework, local planning authorities are responsible for weighing up the infrastructure requirements arising from a development against viability issues when determining a planning application. They are also the responsible authority for the determination of a planning application.

Where the County Council has submitted what the local planning authority consider to be a compliant request for a developer contribution, but the issue of viability is raised and upon considering the viability appraisal, the conclusion is reached that the developer contribution cannot be supported, the County Council may consider taking a number of actions, should the County Council be informed of the viability concerns by the local planning authority. The decision to consider one or more of the following actions will be taken by the Executive Director for Place as that post is responsible for the negotiation of section 106 agreements in connection with planning applications relating to applications dealt with by district councils concerning infrastructure which the County Council would be responsible for providing (refer to constitution). The decision taken will be reported to the appropriate Executive members:

1. Engagement with the local planning authority and developer to work toward securing the prioritisation of County Council planning obligations whilst recognising any financial constraints upon the development. This could be through approaches such as flexible trigger points for payment of or phased payment of contributions;
2. For large sites where phasing may be required, the County Council will work with the local planning authority to agree deferred planning obligations to enable the possibility of achieving necessary developer contributions should market conditions improve over the period of the development;
3. Possible objection to the planning application if nil or reduced developer contributions would mean that the development is considered unacceptable in planning terms. If failure to provide for developer contributions are considered a reason for refusal, the County Council would provide all necessary evidence and supporting statements to assist at any subsequent planning appeal or legal process.

Flowchart





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

Report to:	Overview and Scrutiny Management Board
Date:	15 December 2022
Subject:	Establishment of the Legal Services Company – Update Report

Summary:

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

Actions Required:

The Overview and Scrutiny Management Board is asked to review and comment on the progress made and future actions.

1. Background

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

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

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

The Executive approved:-

- the appointment of David Coleman, Chief Legal Officer; Andrew Crookham, Executive Director - Resources and James Drury, Executive Director - Commercial as Directors of the company;

- Councillor B Young, Executive Councillor for Community Safety and People Management as the member representative of the company and the delegation to Councillor Young of authority to take decisions in exercise of the Council's powers in relation to the company; and
- the making available of a cash flow facility of £30,000 to the company.

The company was incorporated on 17 March 2020 under the name Legal Services Lincolnshire (Trading) Limited.

Since that point progress has been slow with the response to the Covid-19 pandemic restricting the capacity of the Directors of the company to progress the company's agenda. The application to the SRA was further delayed by the change of Councillor representative from Councillor Young to Councillor R D Butroid following Councillor Young's decision not to stand at the last election.

This necessitated a renewed application process relating to Councillor Butroid.

Following the departure of James Drury as Executive Director – Commercial, the company currently has two Directors – David Coleman and Andrew Crookham.

Current Position

Approval from the SRA and the granting of a licence to the company to operate as a legal practice was finally granted on 5 August 2022.

In order to commence trading a number of internal company arrangements need to be made to meet the general regulatory requirements that come with operating as a legal practice. These include:-

- The identification of a dedicated physical space within LSL's building for the delivery of the ABS's business separately from the work of the in-house team to meet SRA requirements.
- Creation of separation within the time recording and case management system to ensure ABS information is available only to those who have a need to know it.
- Creation of internal confidentiality and conflicts of interest guidance and protocols to ensure that the new practice is able to maintain confidentiality of its information and recognise and appropriately manage conflicts of interest. These are based on protocols already operated successfully by the in-house team.
- Registration with the Information Commissioner and the creation of appropriate privacy policies and notices.
- Creation of compliant money laundering policies and procedures.
- Creation of terms and conditions and terms of business letter between the company and its clients to meet SRA customer care requirements including transparency of charging information.
- Creation of contract terms and conditions between the company and the Council's in-house team Legal Services Lincolnshire for the performance of services.

- Creation of a website for the company. As well as being a way of the company making its presence known, it also enables the company to make its outward facing policy documents available together with required transparency information.
- The making of insurance arrangements to cover any potential liability of the company.
- The establishment of the company's business plan.

The company has given thought to operating a trading name and is proposing to trade under the name Lincolnshire Public Law which reflects the specifically public law focus of the practice and distinguishes the ABS from the existing in-house provision delivered under the name of Legal Services Lincolnshire.

The focus of the company in terms of its business plan remains the provision of services to our existing partners who are delivering services through alternative structures, especially companies. Discussion with existing partners has identified the potential for instructions to be received by the company in January 2023. Those instructions would be in the area of property work where the in-house team is fully resourced and would be able to accommodate those instructions.

This gives the company an ideal opportunity to bed in its practices and procedures and to establish important client relationships and a track record of delivery at an early stage.

The intention therefore is to have all of the above matters concluded for commencement of service delivery in January 2023.

2. Conclusion

The legal services company has obtained its licence to practice and is in the final stages of putting in place all regulatory and other requirements to begin delivering services in January 2023.

3. Consultation

a) Risks and Impact Analysis

See the body of the Report.

4. Background Papers

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

Document title	Where the document can be viewed
Executive Report 7 January 2020 – "Formation of a Company for Legal Services"	Agenda for Executive on Tuesday, 7th January, 2020, 10.30 am (moderngov.co.uk)

This report was written by David Coleman who can be contacted at David.Coleman@lincolnshire.gov.uk



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

Report to:	Overview and Scrutiny Management Board
Date:	15 December 2022
Subject:	People Management Update – Quarter 2

Summary:

The purpose of this report is to provide an update on the HR Management Information (HRMI) and on corporate People Strategy projects for Quarter 2.

Actions Required:

The Overview and Scrutiny Management Board is asked to seek assurance on HR Management Information and review the progress on 2021 - 24 People Strategy projects.

1. Background

This report provides a summary of the HR management information data from 2022 Quarter 2 which can be seen in the summary data dashboard in Appendix A.

The report also includes a high-level summary of the 2021 - 24 people strategy projects.

2. HR Management Information

a. Employments

The number of employments increased by 19 in Quarter 2 (5639) and overall has increased by 100 (1.8%) over 12 months. The rate of increase has slowed from last quarter when there was an increase of 77 employments.

Since Quarter 1, the greatest increase in the number of employments was in Place (2.9% or 23 employment contracts) and the greatest decrease was in Commercial (-2.9% or 7 employment contracts).

b. Voluntary turnover

Current figures have returned to pre-pandemic levels and indicate the upturn is stabilising. The Quarter 2 2022 figure is 9.95%. There is still concern particularly where the national competition for recruiting skilled professionals is greater such as social work and care, legal, IMT (Information Management and Technology) and procurement. The Council's image and reputation as an employer of choice remains a priority.

c. Agency spend

The total agency spend in 2020-2021 was £4.89 million and was £2.2 million less than the previous year. In 2021-2022, the total agency spend was £6.06 million. There has been a small increase (£25,400) in spend for this latest quarter; this is 18% higher than the same quarter last year.

The highest spend continues to be in Children's Services, Adult Care and Legal Services (Resources). As part of the People Strategy, alongside additional recruitment campaigns and attraction payments, we are already exploring longer-term solutions to significantly invest in growing our own through apprenticeship routes.

d. Sickness absence

At the end of Quarter 2, the LCC (Lincolnshire County Council) days lost per FTE (Full Time Equivalent) figure for Directorates stands at 8.47. The figure has continued to reduce from Quarter 4 2021 (8.74) and Quarter 1 2022 (8.69); however, it is still above the 7.5 target.

The total absence over the previous 12 months has been affected by the number of Covid-19 cases. The number of days lost discounting Covid-19 absence would be 7.29, which is below the 7.5 days target.

The number of absences attributed to cold, flu and viruses has reduced further by the end of Quarter 2 following a peak in March. There has been a 11% reduction in the total number of days lost due Covid-19 cases in Quarter 2 2022 compared to the same period last year. This is expected to increase again in the winter months.

3. People Strategy

The People Strategy was launched in June 2021 to meet the Corporate Plan ambition on being an 'employer of choice'. There is a focus on nine core areas for development over the next three years:



a) Attracting and Retaining Talent

- Attraction and Retention Framework

The main area of focus at the present time is the County Council’s ability to manage the challenges around attraction and retention.

Following the introduction of a new Attraction and Retention framework, services are making use of the short, medium, and long-term solutions available to them to improve their attraction and retention of staff. This includes recruitment and retention incentive payments and additional apprenticeship posts through our 'Grow our Own' model. New corporate web pages (Phase 1) are due for launch with Phase 2 development underway along with several recruitment improvement processes being streamlined to ensure seamless transition from temporary to permanent posts where practicable.

- Apprenticeships

As of 1 September 2022, the total number of apprentices is 301 on roll, with a levy allocation of £2,911,231. 78.8% of apprenticeship training provision is being delivered by local providers. The Council has supported 20 apprentices through the levy transfer scheme over the course of the academic year. Children's Services currently has 27 Social worker apprentices, 13 of whom started in 2021 and 14 in 2022.

- Re-Procurement of Temporary Agency Staffing Contract

Matrix SCM has been commissioned to manage our procurement and management of agency workers to ensure that this is done in the most efficient way possible, reducing unnecessary spend and delivering savings.

This initial three-year contract is due to launch on 30 January 2023 and will replace the current providers Comensura (for general agency staff) and Retinue (for the social care categories).

b) Health and Wellbeing

Support for employee mental health remains a priority. We are monitoring the use of the new mental health first aider provision which launched in October 2021. There have been 27 contacts to the service with 86% of cases due to personal and 14% due to work issues. We are continuing to run resilience workshops which have been attended by 800 employees and managers so far.

In addition to their usual service, the Employee Support and Counselling Team is providing 'wellbeing check ins' for staff and is developing peer support groups to help colleagues experiencing grief and loss as well as developing a trauma support offer.

Following the One You Lincolnshire fitness challenges in early 2022, employees have also had the opportunity to sign up for various health webinars to access advice and support to help them develop healthy habits and make positive lifestyle changes.

c) Communication and Engagement

- Employee Survey 2021

The employee survey which was completed in November and December 2021 indicated that employee recognition was an area for improvement. Using the Let's Talk Lincolnshire engagement platform, the workforce has provided several ideas on the best ways to recognise personal and team achievements. The most popular idea was to create a toolkit which would enable managers to pick from resources to give local, timely recognition.

A SharePoint page with recognition options has been created and is currently being shared at Departmental Leadership Team's and Senior Management meetings for testing and feedback.

d) Equality, Diversity, and Inclusion

- The Gender Pay Gap

Under the Equality Act 2020 (specific duties and Public Authorities) regulations 2017 the Council is required to publish statutory gender pay gap information on an annual basis. The next report will cover the year up to 31 March 2022. The summary is included in Appendix B.

We had 5,101 employees in scope for the 2022 gender pay gap exercise. Of these 1685 (33%) are men and 3416 (67%) are women. The calculations are based on a comparison of the mean and median hourly rates for men and women.

The 2022 gender pay gap report shows:

- LCC mean gender pay gap: 5.0% (0.4% improvement from 2021)
- National mean gender pay gap: 13.9%
- LCC median gender pay gap: 2.6% (0.7% improvement from 2021)
- National median gender pay gap: 14.9%

Although the pay gap figures are low, the Council continues to apply and develop approaches to be an inclusive employer. This includes:

- Unconscious bias training e-learning available for all staff, specific modules as part of our 'Inspired to Lead' and mandatory training for new managers.
- Health and wellbeing initiatives including a menopause support group.
- Commitment as part of 'Employers for Carers' providing support to members of our Carers staff network.
- Improved work life balance through a hybrid approach between working at home and in the office.

e) Culture and Leadership

- Diagnostic / Stocktake

The Council's programme of a culture and leadership diagnostic is now concluded.

Around 700 employees have taken part in the process and the outcomes will be shared with employees in January 2023. In the meantime, the findings are being finalised and will be shared with Corporate Leadership Team (CLT) and the culture change team in December 2022. This overall work will enable us to understand, for example, whether we are a learning organisation; how empowering are our leaders and how well they demonstrate distributed leadership to improve our agility and performance. This will inform what action we need to take as an organisation.

4. Conclusion

The Board is invited to review the HRMI data from Quarter 2 2022/23 and seek assurance on HR Management Information and the progress on People Strategy projects.

5. Consultation

a) Risks and Impact Analysis

Not Applicable

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Quarterly HRMI data Quarter 2 2022/23
Appendix B	Gender Pay Gap Summary March 2022

7. Background Papers

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

Document title	Where the document can be viewed
People Strategy 2021-2024	Copy can be requested via tony.kavanagh@lincolnshire.gov.uk

This report was written by Tony Kavanagh (Assistant Director – HR and Organisational Support) and Lucy Shevill (Strategic HR Business Partner) both of whom can be contacted via e-mail at tony.kavanagh@lincolnshire.gov.uk and lucyk.shevill@lincolnshire.gov.uk.

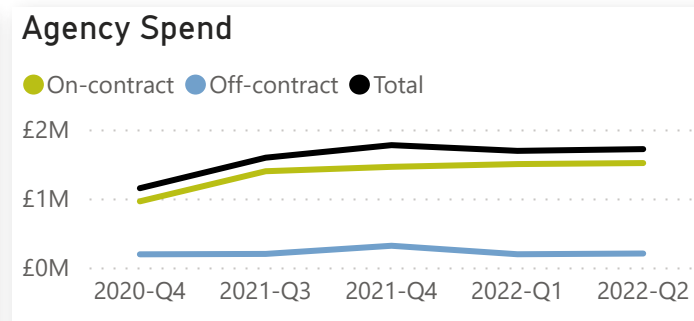
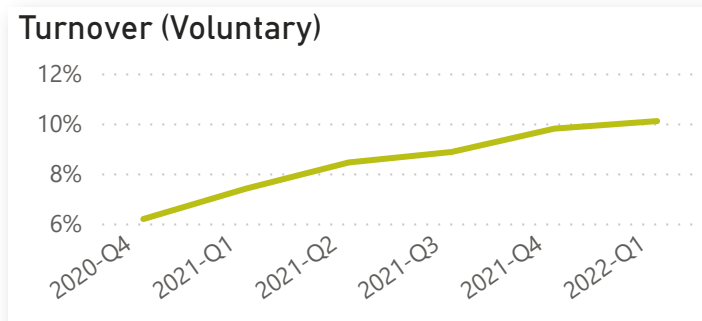
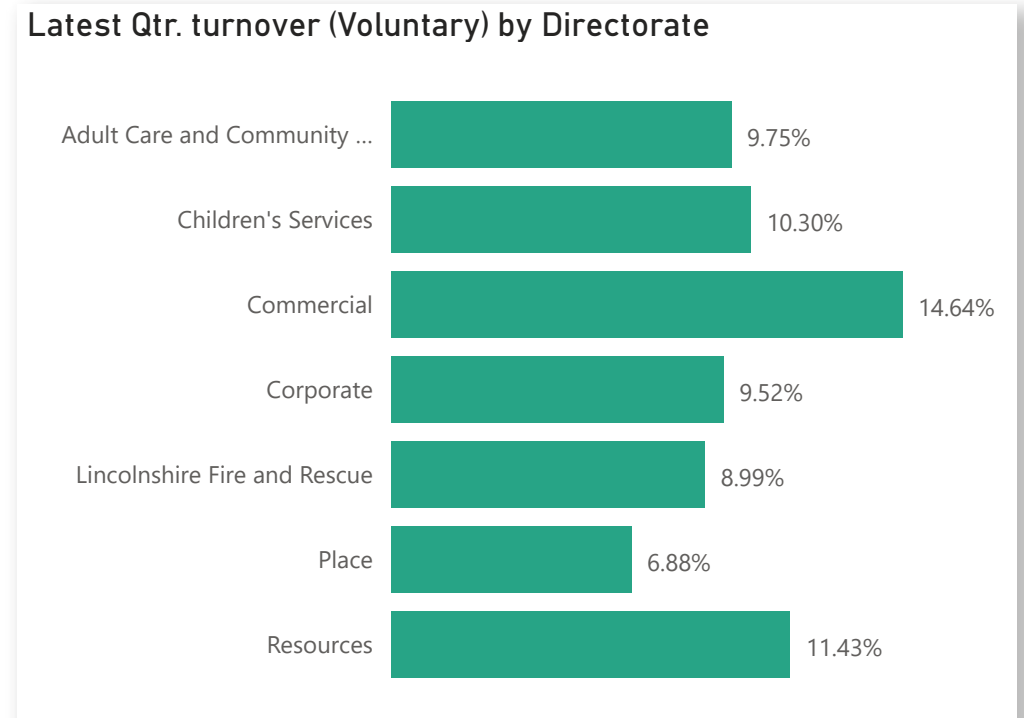
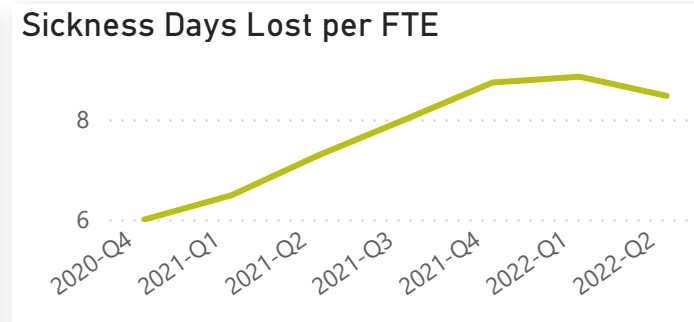
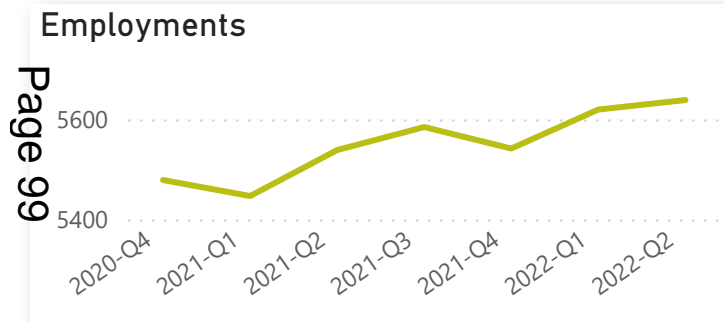
HRMI for LCC by quarter from 2022-Q2

Financial Year - Quarter	Employments
2020-Q4	5479
2021-Q1	5447
2021-Q2	5539
2021-Q3	5585
2021-Q4	5542
2022-Q1	5620
2022-Q2	5639

Financial Year - Quarter	Sickness Days Lost per FTE
2020-Q4	6.00
2021-Q1	6.48
2021-Q2	7.29
2021-Q3	8.01
2021-Q4	8.74
2022-Q1	8.86
2022-Q2	8.47

Financial Year - Quarter	Turnover (Voluntary)
2020-Q4	6.18%
2021-Q1	7.39%
2021-Q2	8.44%
2021-Q3	8.86%
2021-Q4	9.79%
2022-Q1	10.09%
2022-Q2	9.95%

Financial Year - Quarter	On-contract Agency Spend	Off-contract Agency Spend	Total Agency Spend
2020-Q4	£958,030	£190,229.0	£1,148,259
2021-Q1	£1,047,092	£229,914.2	£1,277,006
2021-Q2	£1,237,652	£182,698.3	£1,420,351
2021-Q3	£1,394,639	£196,219.6	£1,590,858
2021-Q4	£1,458,237	£314,447.1	£1,772,684
2022-Q1	£1,498,294	£191,424.3	£1,689,719
2022-Q2	£1,513,062	£202,096.7	£1,715,158



This page is intentionally left blank

Lincolnshire County Council

Gender Pay Gap 2022

We had 5,101 employees in scope for the gender pay gap exercise.

At 31st March 2022, 67% of our workforce was female (3,416) and 33% male (1,685).

The mean gender pay gap is the difference between the mean hourly rate of pay for males (£17.09) and females (£16.26).

For 2022, this was 5.0%. This has narrowed by 0.4% from 2021 (5.4%).

The median gender pay gap is the difference between the median hourly rate of pay for males (£15.52) and females (£15.11).

For 2022, this was 2.6%. This has narrowed by 0.7% from 2021 (3.3%).

We have no bonus payments for 2022 that fall in the gender pay gap category.

Additional information

Quartile	% Males 2022	% Females 2022
Lower	27%	73%
Lower middle	28%	72%
Upper middle	44%	56%
Upper	33%	67%

The % of females in the upper quartile has increased by 1% from 2021. The gender split in the upper quartile now equal to the overall gender split of the council.

There has been a 2% increase of females in the upper middle quartile from 2021.

There has been a 2% decrease of females in the lower middle quartile from 2021.

The % of females in the lower quartile has remained the same as in 2021.

This page is intentionally left blank



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

Report to:	Overview and Scrutiny Management Board
Date:	15 December 2022
Subject:	Scrutiny Committee Work Programmes: - <ul style="list-style-type: none">• Children and Young People Scrutiny Committee• Public Protection and Communities Scrutiny Committee

Summary:

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

This report focuses on the Children and Young People Scrutiny Committee and the Public Protection and Communities Scrutiny Committee and includes information on activity since 29 September 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 29 September 2022 by:
 - (a) the Children and Young People Scrutiny Committee; and
 - (b) the Public Protection and Communities Scrutiny Committee.

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

1. Background

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

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

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

Since 29 September 2022, when a report was last submitted, the Children and Young People Scrutiny Committee has met on 21 October 2022 and 2 December 2022. The Public Protection and Communities Scrutiny Committee has met on 8 November 2022 and 13 December 2022. The key activities since September 2022 and the planned work programme of each committee are set out in Appendices A and B respectively. If members of the Board require further details on any item of previous activity, the full reports can be found on the County Council's website.

Committee Reporting Timetable

The table below sets out the planned reporting timetable until August 2023: -

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

3. Appendices – These are listed below: -

Appendix A	Children and Young People Scrutiny Committee – Activity and Planned Work
Appendix B	Public Protection and Communities Scrutiny Committee – Activity and Planned Work

4. Background Papers

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

This report was written by Tracy Johnson, Senior Scrutiny Officer, who can be contacted on 07552 253814, or via tracy.johnson@lincolnshire.gov.uk and Kiara Chatziioannou, Scrutiny Officer, who can be contacted on 07500 571868, or via kiara.chatziioannou@lincolnshire.gov.uk.

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

ACTIVITY REPORT

Since its last report to the Board, the Committee has met on 21 October 2022 and 2 December 2022. Full details on all the items considered at these meetings are available on the County Council's website:

<https://lincolnshire.moderngov.co.uk/ieListMeetings.aspx?Committeeld=124>

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

9 September 2022 (Reconvened on 21 October 2022)	
<i>Item</i>	<i>Summary of Outcomes</i>
Update on the Special Educational Needs and Disabilities (SEND) Transformation Programme	<p>The Committee was assured on the progress made through the SEND Transformation work and was satisfied with the positive impact of the project. The number of Education, Health and Care Plans were below original projections, and had increased by 4% in Lincolnshire in 2021, against 9.9% nationally, which evidenced that the transformation work was having a positive effect. Work was underway to help mainstream schools provide for children with SEND, with 14 children having successfully transitioned to mainstream settings so far this year.</p> <p>Further information was requested on the clinical support for children with high level mental health needs and this has been programmed for 21 April 2023.</p>
Service Level Performance Reporting against the Success Framework 2022-23 – Quarter 1	<p>The Committee was satisfied with the overall performance of the measures above and below target and explored the following points:</p> <ul style="list-style-type: none"> • Covid had greatly impacted the allocation of child protection plans due to courts being closed. The backlog was being redressed now that public health measures had been lifted. • Kinship carers were always prioritised when rehoming children in care. It was the Council's policy that kinship carers be given the same allowances as other carers, which benefited the children and protected future budgets by helping to avoid further complex care provision arising. • Further information was requested in relation to 16/17 year old Children in Care participating in

9 September 2022 (Reconvened on 21 October 2022)	
<i>Item</i>	<i>Summary of Outcomes</i>
	learning and what was being done to reduce the number of Children in Care not in education, employment or training.
Children's Services Annual Statutory Complaints Report 2021-22	The Committee endorsed the annual complaints report for 2021/22. Members were informed that there had been a total of 144 contacts received in 2021/2022 from individuals wishing to complain about Children's Social Care, up from 136 last year. Of these, 35 complaints were resolved informally outside of the complaints process, 29 complaints were fully upheld, and 16 complaints were partially upheld.
Education Provision Planning (EXEMPT)	This item was considered as part of the agenda for 21 October 2022 (See Below).

21 October 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
Children In Care and Care Leavers Strategy	<p>The Committee supported the recommendation to approve the Children in Care and Care Leaver Strategy which was approved by the Executive on 1 November 2022.</p> <p>Several Members of the Committee and the Corporate Parenting Panel had attended an informal session with officers in August 2022 where Members had the opportunity to provide feedback on the six priorities and the draft version of the Strategy. As a result of this early engagement, the Committee was content with the final version of the Strategy considered at the meeting on 21 October 2022.</p>
Building Communities of Specialist Provision: Together in Lincolnshire Progress Update	The Committee was satisfied with the progress made since October 2021 and agreed to receive an update on Year Five of implementation at the meeting on 20 October 2023. Members were updated on the progress made in Year Four of implementation and advised that inflationary pressures, particularly in the construction industry, were starting to reduce. However, budgets had been revised upwards to account for the overall changes in inflation.

21 October 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
Education Provision Planning (EXEMPT)	The Committee supported the recommendations in the report and agreed to pass on comments. The recommendations were approved by the Executive Councillor for Children's Services, Community Safety and Procurement on 4 November 2022.

2 December 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
Joint Diversionary Panel – Update on Recommendations from University of Lincoln Evaluation	The Committee was satisfied with the progress made against the recommendations contained within the evaluation and the on-going development of the Joint Diversionary Panel (JDP). The Committee explored how the JDP was being promoted to share this best practice with other local authorities and councillors. The Executive Director – Children’s Services agreed to look into providing some information to county councillors to raise awareness of the JDP.
Covid Impact and Response to Early Childhood Developmental Outcomes	<p>The Committee explored the impact of the pandemic on young children’s learning and development. Members were informed of the Health Visitor shortage and recruitment challenge, which was a national issue, and were pleased to hear that seven student health visitors had been offered positions which would have a positive impact on the staffing levels for next year.</p> <p>The Committee also explored the work being undertaken to address the number of parents/carers who Did Not Attend (DNA) appointments. In June 2022, 246.25 hours were ‘lost’, equivalent to 6.65 FTE staff, due to non-attendance at appointments. One option being considered was overbooking clinics where there was a high DNA rate.</p> <p>The Committee supported the approaches being used by the Early Years and Health Visiting services to support improving outcomes for children in Lincolnshire and requested further information in the future on whether the overbooking of clinics had reduced the impact of non-attendance at appointments.</p>

2 December 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
Service Level Performance Reporting against the Success Framework 2022-23 – Quarter 2	<p>The Committee was satisfied with the overall performance of the measures above and below target and explored the following points:</p> <ul style="list-style-type: none"> • Whether the cost of living crisis was having an impact on the number of children in care. It was reported that no impact had been seen yet and officers were working with families to provide support. • The number of unaccompanied asylum-seeking children was currently 48, of which four were under 16 years old. Providing accommodation was a big issue for several local authorities, but this was not an issue in Lincolnshire. • The need for more foster carers in Lincolnshire and the recruitment campaigns being undertaken. It was reported that since the John Lewis Christmas 2022 advert was launched, the Council had received 11 enquiries about foster care.
Holiday Activities and Food Programme (HAF) Summer 2022 Update	<p>The Committee was satisfied with the HAF Programme delivered for Summer 2022. The Committee was advised that 3752 children attended HAF provision over the summer, which was a 46.6% increase on Summer 2021. There was a further 515 children with bookings who unfortunately did not attend, and strategies, such as overbooking, were being put in place to mitigate against this for the Christmas programme.</p>
Early Years and Childcare Sufficiency Report	<p>The Committee explored the current childcare sufficiency position in Lincolnshire. Members were advised that the pandemic, cost of living increases for small businesses, higher insurance premiums and wages, and recruitment and retention of staff were having an impact on the viability of childcare providers.</p> <p>Several areas had been identified where there was a gap in childcare provision and proposals had been developed to increase childcare places where these gaps existed, some of which would require capital investment. It was recommended to capitalise £0.780m of Dedicated Schools Grant revenue funding which would require a Disapplication Request to the Department for Education for Secretary of State approval. The Committee supported this recommendation.</p>

2 December 2022	
<i>Item</i>	<i>Summary of Outcomes</i>
Lincolnshire Secure Children's Home New Build Business Case (EXEMPT)	The Committee supported the recommendations in the report and agreed to pass on comments. The recommendations were due to be approved by the Executive Councillor for Children's Services, Community Safety and Procurement between 07 – 12 December 2022.

PLANNED WORK

Set out below are the items planned for future meetings of the Committee, up to April 2023:

13 January 2023			
	<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
1.	Children's Services Budget Proposals 2023/24	Heather Sandy, Executive Director – Children's Services	The views of the Committee will be sought on the budget proposals for Children's Services for 2023/24.
2.	Attendance in Schools, Elective Home Education and Children Missing Education Annual Report 2021/22	Jill Chandar-Nair, Inclusion and Attendance Manager	This is the annual report on school attendance, elective home education and children missing out on education.
3.	Recommissioning of Children with Disabilities services (EXEMPT)	Mark Rainey, Strategic Commissioning Manager Charlotte Gray, Head of Service – Strategic Commissioning	This item is for pre-decision scrutiny prior to an Executive Councillor decision between 20 – 27 January 2023.
4.	Branston Academy – Dining Hall Extension and Classroom Remodelling (EXEMPT)	Dave Pennington, Head of Property Development, Corporate Property Neal Kathel, Project Team Leader, Corporate Property	This item is for pre-decision scrutiny prior to a Leader decision between 23 – 27 January 2023.

3 March 2023			
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>	
1.	Fulstow Primary School (To be confirmed)	Matthew Clayton, Interim Head of Service – Children’s Transformation and Capital Reform & Sufficiency	This item is for Pre-Decision Scrutiny.
2.	Lincolnshire Local Authority School Performance 2021 - 22	Martin Smith, Assistant Director - Education	This is the annual update report on school performance and Ofsted outcomes.
3.	Service Level Performance Reporting against the Success Framework 2022-23 – Quarter 3	Jo Kavanagh, Assistant Director – Early Help	This is the quarterly performance report.
4.	Response to the removal of the Local Authorities School Improvement Monitoring and Brokering Grant	TBC	This item will outline some options and recommendations for responding to the removal of the funding for Local Authorities School Improvement Monitoring and Brokering Grant for school improvement activities supporting maintained schools.

21 April 2023			
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>	
1.	Lincolnshire Safeguarding Children Partnership (LSCP) Annual Update	Chris Cook, Chair of LSCP Stacey Waller, LSCP Manager	This is the annual update report from the Partnership.

21 April 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
2.	Update on Community Response to High Level Mental Health Needs	Charlotte Gray, Head of Service – Strategic Commissioning	The majority of clinical support for children with high level mental health needs is now provided through a community response since the closure of the residential mental health provision in Lincolnshire. This item will provide an update on the community response which will highlight the impact of the new crisis team and inpatient reduction. This item was requested at the reconvened 9 September 2022 meeting.

Items to be scheduled

- Review of Children and Young People Mental Health Services

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE

ACTIVITY

Since its last report to the Board, the Committee has met on 8 November 2022 and 13 December 2022. Full detail on these items is available on the County Council's website:

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

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

8 NOVEMBER 2022		
	<i>Item</i>	<i>Summary of Outcomes</i>
1.	FRS Attendance at Flooding Incidents - Annual Report on Performance	The Committee received a report on performance of the Fire and Rescue Service attendance at flooding incidents (which was not forming part of the Service's statutory requirements) and assurance was provided that the Service was dealing appropriately and in a timely manner with incidents and risk across the county.
2.	Lincolnshire Crewing Arrangements consultation outcome	The Committee received a report that informed Members of the outcome of a consultation by Lincolnshire Fire and Rescue on proposed changes to crewing arrangements across Fire Stations. Members sought assurance that mitigations were in place where concerns around the welfare of crews were raised by the Fire Brigades Union. The Committee requested that an update be brought back in Autumn 2023 after six months of implementation.
3.	Briefing paper - Lincolnshire's Ukraine response	Members of the Committee received an update on the work taking place under a multi-agency umbrella (Lincolnshire County Council, Lincolnshire's District Councils, and other partners) to deliver the government's requirements in relation to the Ukraine humanitarian crisis. The Committee requested a further update in January 2023 on the Homes for Ukraine Sponsor Scheme and other resettlement schemes.

13 DECEMBER 2022

<i>Item</i>		<i>Summary of Outcomes</i>
1.	Coroner's Body Removal & Transport Re-Procurement	The Committee is due to receive a report that seeks approval from the Executive Councillor for NHS Liaison Community Engagement, Registration and Coroners to re-procure the 'Body Removal and Transportation' contracts. The Committee will consider whether it supports the recommendations to the Executive Councillor and also agree to pass on comments that may emerge from the debate to support with the decision making (between 16 and 23 December 2022). A verbal update will be offered at the Board's meeting.
2.	Service Level Performance Reporting Against the Performance Framework 2022-2023 - Quarter 2	The Committee is due to receive a report on Quarter 2 performance. A verbal update will be offered at the Board's meeting.
3.	Fire and Rescue Statement of Assurance 2021-22	The Committee is due to receive a report that contains the Fire and Rescue annual Statement of Assurance on financial, governance and operational matters. A verbal update will be offered at the Board's meeting.
4.	Multiply – numeracy programme update	The Committee is due to receive a report that provides an overview of the planned activity proposed under the 2022/23 Multiply programme. A verbal update will be offered at the Board's meeting.
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
5.	Reducing Offending – The Work of the Safer Lincolnshire Partnership	The Committee is due to receive a report that provides an overview of the actions undertaken by the Safer Lincolnshire Partnership to tackle proven reoffending in Lincolnshire. A verbal update will be offered at the Board's meeting.

PLANNED WORK

Set out below are the items planned for future meetings of the Committee, up to March 2023:

24 JANUARY 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1.	Revenue and Capital Budget Proposals (Pre-Decision Scrutiny)	Keith Noyland, Strategic Finance Lead - Place, Fire & Rescue	This is the annual pre-decision scrutiny on budgets for the Service areas covered by PPC.
2.	Trading Standards Food Update (Inc. Sources of intelligence used by Trading Standards)	Mark Keal, Trading Standards Manager	This is an annual update by Trading Standards.
3.	Lincs Fire and Rescue – Progress on Response to Inspection Outcomes from Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services	Mark Baxter, Chief Fire Officer	This is an update on the response to the HMICFRS inspection outcomes.
4.	Resettlement Schemes (inc. Homes for Ukraine Sponsor Scheme)	Semantha Neal, Assistant Director, Prevention & Early Intervention	This is an update report on the multiagency efforts undertaken to respond to the Ukraine humanitarian crisis and other resettlement schemes which are in place.
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE			
5.	Safer Lincolnshire Partnership Update	Claire Seabourn, Safer Lincolnshire Partnership Business Manager	This is the annual Safer Lincolnshire Partnership update.

14 MARCH 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1.	Service Level Performance Reporting against the Success Framework 2022-2023 – Quarter 3	Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager	This is a quarterly report on performance of services.
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE			
2.	Prevent Annual Report	Clare Newborn, Interim Head of Service - Community Safety Manager	This is an annual report on Prevent Programme.
3.	Substance Misuse	Jemma Clarke, Community Safety Strategy Coordinator	This report offers an overview of efforts to tackle substance misuse and the current picture in Lincolnshire.

Potential Items to be Scheduled

- Anti-social Behaviour (Inc. Community Trigger Strategy)
- Citizen’s Advice- Annual Report (May 2023)
- Community Safety and Public Trust in Police
- Domestic Abuse Strategy – Update Report 2023
- Safer Together Update
- Service Level Performance Reporting against the Success Framework ‘22-23 – Q4 (July 2023)



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

Report to:	Overview and Scrutiny Management Board
Date:	15 December 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)

15 December 2022			
Item	Contributor	Purpose	
1.	Commissioning of the Social Care Client Information System	<p>Louisa Harvey, Interim Head of Corporate Systems</p> <p>Mark Williams, Business Change Manager for Mosaic</p> <p>Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance</p>	Pre-Decision Scrutiny (Executive decision on 4 January 2023)
2.	Contract Renewal for the Supply of Electricity	<p>Sophie Reeve, Assistant Director – Commercial</p> <p>Fiona Fielding, Senior Commercial and Procurement Officer</p>	Pre-Decision Scrutiny (Leader decision 19 - 23 December 2022)
3.	Business World System Re-Design Update	<p>Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance</p> <p>Louisa Harvey, Interim Head of Corporate Systems</p> <p>Sadie Rossington, Senior Project Officer</p>	Performance Scrutiny

15 December 2022			
Item		Contributor	Purpose
4.	Developer Contributions Scrutiny Review – Final Monitoring Update of Action Plan	Justin Brown, Assistant Director – Growth Warren Peppard, Head of Development Management	Scrutiny Review Activity
5.	Establishment of the Legal Services Company – Update Report	David Coleman, Chief Legal Officer	Performance Scrutiny
6.	People Management Update - Quarter 2	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
7.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> Children and Young People Scrutiny Committee Public Protection and Communities Scrutiny Committee 	Cllr Rob Kendrick, Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper, Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

26 January 2023			
Item		Contributor	Purpose
1.	Service Revenue and Capital Budget Proposals 2023/24	Adam Hopley, Strategic Finance Lead - Corporate	Budget Scrutiny (Executive decision on 7 February 2023) (Council decision on 17 February 2023)

26 January 2023			
Item	Contributor	Purpose	
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 Implementation Programme	Sophie Reeve, Assistant Director – Commercial Mike Hedges, Programme Director	Policy Development
4.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> Environment and Economy Scrutiny Committee Flood and Water Management Scrutiny Committee Highways and Transport Scrutiny Committee 	Cllr Ian Carrington, Chairman of Environment and Economy Scrutiny Committee Cllr Robert Reid, Chairman of Flood and Water Management Scrutiny Committee Cllr Mike Brookes, Chairman of Highways and Transport Scrutiny Committee	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

23 February 2023			
Item	Contributor	Purpose	
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 between 13 – 17 March 2023)
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

30 March 2023			
Item	Contributor	Purpose	
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
2.	Overview and Scrutiny Annual Report 2022-23	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Performance Scrutiny

27 April 2023		
Item	Contributor	Purpose
<p>3. Overview and Scrutiny Work Programmes</p> <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee 	<p>Cllr Ian Carrington, Chairman of Environment and Economy Scrutiny Committee</p> <p>Cllr Mike Brookes, Chairman of Highways and Transport Scrutiny Committee</p>	Performance Scrutiny

25 May 2023		
Item	Contributor	Purpose
<p>1. Business World ERP System Re-Design – Progress Report</p>	<p>Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance</p> <p>Louisa Harvey, Interim Head of Corporate Systems</p> <p>Sadie Rossington, Senior Project Officer</p>	Performance Scrutiny
<p>2. People Management Update - Quarter 4</p>	<p>Tony Kavanagh, Assistant Director – HR and Organisational Support</p>	Performance Scrutiny
<p>3. Overview and Scrutiny Work Programmes</p> <ul style="list-style-type: none"> • Adults and Community Wellbeing Scrutiny Committee • Health Scrutiny Committee 	<p>Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee</p> <p>Cllr Carl Macey, Chairman of Health Scrutiny Committee</p>	Performance Scrutiny

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.	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 03 JANUARY 2023

PUBLISH DATE 1 DECEMBER 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
I028483 New!	A17 Fosdyke and Heckington PRN	Open	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Between 3 Jan 2023 and 6 Jan 2023	Highways colleagues and utility companies	Reports	Senior Project Leader (Major Schemes) Email: steve.brooks@lincolnshire.gov.uk	Boston Rural; Heckington; Spalding East
I028535 New!	Council Budget 2023/24	Open	Executive 4 Jan 2023	Overview and Scrutiny Management Board	Reports	Assistant Director - Finance E-mail: michelle.grady@lincolnshire.gov.uk	All Divisions
I028446 New!	Re-Commissioning of the Social Care Client Case Management System	Open	Executive 4 Jan 2023	Overview and Scrutiny Management Board	Reports	Interim Head of Corporate Systems E-mail: louisa.harvey@lincolnshire.gov.uk	n/a
I025746	Re-commissioning of Children with Disabilities Services	Exempt	Executive Councillor: Children's Services, Community Safety and Procurement Between 20 Jan 2023 and 27 Jan 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

I028391	Branston Academy - Dining Hall Extension & Classroom Remodelling	Exempt	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Between 23 Jan 2023 and 27 Jan 2023	Children and Young People Scrutiny Committee – January 2023	Reports	Head of Property Development - Corporate Property Tel: 07879662279 Email: dave.pennington@lincolnshire.gov.uk	Potterhanworth and Coleby
I026109	Household Waste Recycling Centre Operational Contract Procurement	Open	Executive Councillor: Waste and Trading Standards Between 23 Jan 2023 and 27 Jan 2023	Environment and Economy Scrutiny Committee	Reports	Head of Waste E-mail: mike.reed@lincolnshire.gov.uk	All Divisions
I028536 New!	Council Budget 2023/24	Open	Executive 7 Feb 2023	Overview and Scrutiny Management Board	Reports	Assistant Director - Finance E-mail: michelle.grady@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 Councillor: Adult Care and Public Health Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Between 6 Mar 2023 and 10 Mar 2023 Between 6 Mar 2023 and 10 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

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 20 Mar 2023 and 24 Mar 2023 Between 20 Mar 2023 and 23 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
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

This page is intentionally left blank