



County Offices
Newland
Lincoln
LN1 1YL

22 March 2023

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 30 March 2023 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 dark ink, appearing to read 'DBarnes', is written in a cursive style.

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: Mr M Kyle

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

OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA
THURSDAY, 30 MARCH 2023

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Interest	
3	Minutes of the meeting held on 23 February 2023	5 - 16
4	Announcements by the Chairman, Executive Councillors and Chief Officers	
5	Consideration of Call-Ins	
6	Consideration of Councillor Calls for Action	
7	Transformation Programme Update <i>(To receive a report by Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance and Clare Rowley, Head of Transformation, which provides the Board with an update on the Transformation Programme)</i>	17 - 48
8	Property Services Contract Year Seven Report and Interim for Year 8 <i>(To receive a report by Stuart Wright, Contract Manager – Corporate Property, which provides an update on the performance of the Property Services Contract with VINCI Facilities at the end of the seventh year of the contract with an interim report for year eight)</i>	49 - 56
9	Update on IMT Services - Project Portfolio <i>(To receive an update from Donna Fryer, Head of Portfolio and Resources, which provides the Board with a high-level view to show progress on highlighted projects being commissioned through IT)</i>	57 - 76
10	Scrutiny Committee Work Programmes <i>(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)</i>	77 - 94
ITEMS FOR INFORMATION ONLY		
11	Overview and Scrutiny Management Board Work Programme <i>(To receive a report which enables the Board to note the content of its work programme for the coming year)</i>	95 - 108

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

- Business of the meeting
- Any special arrangements

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, 30th March, 2023, 10.00 am \(moderngov.co.uk\)](#)

All papers for council meetings are available on:

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



**OVERVIEW AND SCRUTINY MANAGEMENT
BOARD
23 FEBRUARY 2023**

PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)

Councillors 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

Councillors: M J Hill OBE, D McNally, H Spratt and attended the meeting as observers

Councillor 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), Lucy Gavens (Consultant - Public Health), Michelle Grady (Assistant Director – Finance), Andy Gutherson (Executive Director Place), Adam Hopley (Head of Finance - Corporate), Caroline Jackson (Head of Corporate Performance), Tracy Johnson (Senior Scrutiny Officer), Sue Maycock (Strategic Finance Lead (Technical)), Mark Popplewell (Head of Finance (Children's Services)), Mike Reed (Interim Head of Waste), Karen Tonge (Treasury Manager), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), Emily Wilcox (Democratic Services Officer), Steven Campbell (Category Manager - IT), and Simon Evans (Health Scrutiny Officer)

Natasha Langford (Corporate Project Support Officer, Resources), Heather Sandy (Executive Director of Children's Services), Pam Clipson (Head of Finance, Adult Care and Community Wellbeing), Kiara Chatziioannou (Scrutiny Officer) and Keith Noyland (Head of Finance - Communities) attended the meeting virtually.

Chris Scott (Director – Link Asset Services) also attended the meeting virtually.

101 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Megan Machin (Parent Governor Representative) and Martin Kyle (Church Representative)

102 DECLARATIONS OF INTEREST

None were declared.

OVERVIEW AND SCRUTINY MANAGEMENT BOARD
23 FEBRUARY 2023

103 MINUTES OF THE MEETING HELD ON 26 JANUARY 2023

RESOLVED:

That the minutes of the meeting held on 26 January 2023 be approved as a correct record and signed by the Chairman.

104 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OFFICERS

The Chairman advised that the Vice Chairman attended the last meeting of the Executive on the 7th February to present the comments from the Board and the scrutiny committees on the Council's budget proposals for 2023/24 where the Executive was advised that the budget proposals for the service areas had been supported by all the scrutiny committees and the financial risks faced for a number of service areas.

105 CONSIDERATION OF CALL-INS

None had been received.

106 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

None had been received.

107 CORPORATE PLAN SUCCESS FRAMEWORK 2022/23 - QUARTER 3

Consideration was given to a report by the Head of Corporate Performance which invited the Board to consider a report on the Corporate Plan Success Framework for Quarter 3 of 2022/23, prior to a decision by the Executive on 7 March 2023.

The Board welcomed a presentation from the Head of Waste which provided further explanation to the reasons for the key performance indicators for recycling rates not achieving their targets by outlining the waste hierarchy; levels of waste collected; overall recycling rates; rates for the Household Waste Recycling Centre (HWRC) and household waste sent to landfill. During the presentation, it was explained that recycling rates were made up of the amount of recyclable material as a proportion of the overall material that was presented by the public to the HWRC's or into their wheelie bins. The Council had little direct control over recycling rates as they related to what the Council received but could influence them by trying to educate residents about recycling. In addition, the recycling rates did not necessarily demonstrate good or bad performance in terms of a higher recycling rate being better than a lower recycling rate.

The Board supported the recommendation to the Executive, and in considering the report the following points were noted:

Section 4.5 - Waste Pls

PI 37 - Recycling Rate (new national formula) [?](#)

PI 38 - Recycling at County Council owned Household Waste Recycling Centres [?](#)

- In terms of the waste hierarchy, which was introduced in 1975, less material being presented for collection was better as there would be lower environmental and financial costs from disposing of the material.
- The Government was mandating a number of changes to waste collection and disposal through the new Environment Act, including a mandate for a separate collection and disposal of food waste from 2025. This would have an impact on recycling rates which were anticipated to increase by 7% once the County Council and its partners had introduced a separate collection and disposal of food waste. The Government was also introducing enhanced producer responsibility to reduce packaging waste and a deposit return scheme where drinking vessels were returned to the vendor to be recycled more effectively.
- At the 11 HWRCs, there were 25 different waste streams which could be collected and disposed of, which meant there was a 70% recycling rate at HWRCs. In relation to kerbside collections, district councils usually provided three or four wheelie bins for residents but the recycling rate was lower than 40%. This was because residents did not have the same opportunity to segregate material and recycle it better. The challenge was how to enable residents to recycle better and there were imminent changes which were being worked on through the Lincolnshire Waste Partnership. This meant that it was difficult to put any timescales in place for when performance would improve as it was outside of the Council's control.
- Contamination rates for mixed dry recycled material were still being monitored and there had been a slight improvement in this. Contaminated material which had been collected would be disposed of through the Energy from Waste facility. If a kerbside collection was contaminated, then this would be rejected and a warning would be provided to the resident to give them the ability to address the issue. However, the number of kerbside collections rejected due to contamination was miniscule and therefore was not reported on. Contaminated material was deducted from the recycled tonnage figures and when disposed of through the Energy from Waste facility, it was classed as recovery in the waste hierarchy. The education and engagement of residents during the rollout of separate card and paper collections by some of the district councils had also had an impact on the quality and cleanliness of the mixed dry recycled material. More engagement with schools would be undertaken to help promote waste prevention and minimise contamination.

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

23 FEBRUARY 2023

Sickness Absence

PI 44 - Days lost to sickness absence per FTE

- With regards to mental health absences, this was the highest reason for sickness absences but had decreased in Quarter 3. The stigma around mental health was reducing and people were being more open about their mental health status, which could be a factor as to why the figures for mental health absences were higher. The reasons for mental health absences were a mixture of work related and personal issues outside of work. There were several interventions in place to support employees who were struggling with their mental health.

School Performance

PI 1 - Percentage of schools that are judged good or outstanding

PI 2 - Percentage of pupils in outstanding or good schools

- The Council only had an influencing role in relation to achieving the targets for these key performance indicators. Ambitious targets had been set as all children should be able to attend a good or outstanding school. Given that a significant number of Lincolnshire schools were academies, the Council worked with the Regional Schools Commissioner to look at how the Council or the Regional School Commissioner could work with academy schools to improve standards.
- Complaints

PI 43 - Percentage of contacts resolved through early resolution

Due to the volume of complaints received, the complaints team had been unable to cope with the demand and resolve as many as the Council wanted to through early resolution within three to five days. Additional resources had now been put into the complaints team and work had been undertaken with managers, as the complaints team had to go through the manager to carry out the investigation and provide an answer to respond to the complaint within the early resolution timeframe. An annual report on complaints was presented to the Audit Committee, and consideration could be given to more frequent reporting of complaints to the Audit Committee.

- Air Pollution

PI 28 - Percentage of deaths of those aged 30+ associated with air pollution

The figures used were from a national data set and therefore this measure was dependent on when the data was released. An update would be provided in the Quarter 4 report as to when the next data set would be available.

RESOLVED:

1. That the recommendation to the Executive, as set out in the report, be supported;
2. That a summary of the comments made be passed on to the Executive as part of its consideration of this item;
3. That the performance information within the remit of the Board be received.

**108 PROCUREMENT OF A SOFTWARE RESELLER AND STRATEGIC PARTNER FOR
PROVISION OF SOFTWARE LICENCE AND RELATED SERVICES**

Consideration was given to a report by the Executive Director – Resources which invited the Board to consider a report on the Procurement of a Software Reseller and Strategic Partner for Provision of Software License and related services, prior to its consideration by the Executive Councillor for Highways, Transport and IT between the 27th February 2023 and 10th March 2023.

The Board supported the recommendations to the Executive Councillor and in considering the report the following points were noted:

- Equal weighting would be applied in the evaluation to price and quality, as set out in paragraph 12 of the background section of the report. This would provide the flexibility to ensure the best value within the government’s memorandum of understanding.
- A key role for the reseller would be assisting with the rationalisation of the Council’s licences with Microsoft, so as to ensure the Council was only deploying the licences it needed and also to avoid ‘over-specification’. As part of the evaluation process, it was expected that expertise in achieving rationalisation in other organisations would be demonstrated. This could be the means of differentiating between ‘excellent’ resellers bidding for the contract. Any rationalisation achieved could lead to reductions in expenditure and savings for the Council.

RESOLVED:

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

109 PEOPLE MANAGEMENT UPDATE - QUARTER 3

Consideration was given to a report by the Assistant Director – HR and Organisational Support, which provided an update on People Management Activity for Quarter 3, as referenced in the report.

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

- The impact of covid-19 related absences had reduced, although it was unclear whether there were unreported covid absences given that testing was not mandatory.
- There were around 39 cases of long-covid reported in January 2023.
- The Board requested a breakdown in the reasons for people leaving the organisation and the number of employees reporting 'long-covid', which were agreed to be circulated to the Board.
- The measure of success for apprenticeships was around retention and career progression however this was not recorded formally through standard metrics. It was suggested that a set of metrics be introduced to monitor the success of apprenticeships.
- The difficulties in recruiting within the adult care directorate were highlighted, which was in part due to a loss of staff from the Council to the NHS due to better pay rates.
- Members were assured that the Council were meeting the requirements set out in the public sector equality duty, however an annual audit undertaken by the Quality Human Rights Commission had highlighted issues with the visibility of data on the Council's website, which had now been addressed.

RESOLVED:

That assurance be given to the HR Management Information and the progress made on the 2023-24 People Strategy projects.

110 REVENUE BUDGET MONITORING REPORT 2022/23 - QUARTER 3

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 3, prior to consideration of the report by the Executive on 7 March 2023.

The Board supported the recommendation to the Executive and in considering the item the following points were recorded:

- In relation to the underspend in Children's Services and Adult Care and Community Wellbeing Members acknowledged that these were areas faced with high cost-pressures and requested a clarification on whether this was owed to inability to

recruit health visitors in the first and domiciliary care staff in the other instance. Additionally, it was queried whether the underspent was retained for future potential recruitment costs or whether money was planned to be used towards other expenses. Officers explained that whereas health visitors were employed by Lincolnshire County Council, domiciliary staff were not. Recruitment of support workers was an alternative to ensure that families were visited and remained supported. Nevertheless, it was recognised that the funds derived from a Public Health Grant and where underspend occurred, funds were returned into The Public Health reserve where these remained available to be used until the end of the fiscal year.

- In line with the acknowledgement of the changing nature of economic context and financial mitigation of the anticipated higher levels of inflation, the Board sought assurance that the current picture and near future forecast were the most positive state that could be achieved. Officers reassured the Boards that the anticipation of pressures around inflation back in February 2022 was key towards increasing contingency to £6.5 million, which in turn resulted in forecasting underspent. Hence, Officers were confident that maintaining the contingency at the presented levels as well as carrying out detailed work to ensure that the service budgets reflected the current inflation expected were sufficient provision for maintaining a sustainable position in the next quarter and beyond, in the next year.
- With respect to home to school transport, Members queried what action was being planned to be undertaken in relation to the overspend forecasted. Officers explained that significant work was undertaken in this direction, which included the transformation programme, working with partners towards optimising both the procurement and achieving efficiencies in delivery of transport, as well as maximising of the routes and using passenger assistants more effectively. Officers reiterated that albeit cost pressures reflected still in the next year's budget, a robust plan was in place to deliver sustainable budget going forward, noting the concurrency of challenges facing this particular area.

RESOLVED:

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

111 CAPITAL BUDGET MONITORING REPORT 2022/23 - QUARTER 3

Consideration was given to a report by the Assistant Director – Finance, which invited the Board to consider the Capital Budget Monitoring Report 2022/23, prior to its consideration by the Executive on 7 March 2023.

OVERVIEW AND SCRUTINY MANAGEMENT BOARD
23 FEBRUARY 2023

The Board supported the recommendation to the Executive and in considering the report, the following points were noted:

- With reference to annual recurrent allocations of funding, Members asked for a clarification as to why maintenance was accounted for as capital budget, as opposed to revenue. Officers explained that maintenance was pertinent to large schemes of work, Highways works and included some property upkeep and therefore was a capitalised cost as it was regarded as improving the life of assets. It was also further explained that borrowing was allowed to fund the capital programme and enabled the effective spread of costs, constituting the programme more affordable (i.e., cost being spread across a number of years). Officers emphasised that there were restrictions as to what was allowed to be capitalised and that a prudential code was followed in line with existing policy.
- Members acknowledged that the report was permeated by a degree of confidence in relation to risk associated with inflation and cost pressures for this year and beyond Quarter 3 into the next year. Officers offered assurance that despite the challenges reported, some issues, such as supply chain problems that emerged after the pandemic, had now been overcome. It was noted that extensive work had been undertaken to reflect on the impact of inflation (especially around major schemes – construction inflation), as was recognised that by updating the programme in “blocks”, these reflected more work completed on an annual basis and less new elements added except for specific projects. Hence, the overall degree of confidence remained good.

RESOLVED:

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

112 TREASURY MANAGEMENT PERFORMANCE 2022/23 - QUARTER 3 TO 31 DECEMBER 2022

Consideration was given to a report by the Treasury Manager, which set out the Treasury Management Performance information for Quarter 3 of 2022/23, as referenced in the agenda pack.

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

- It was acknowledged that at the time of writing the report, a recession had been expected.

- The new borrowing requirement for 2022/23 to finance the capital programme was set at £114.437m. This was the difference in the carry forward of the borrowing requirement from the previous year.

RESOLVED:

That assurance be given to the treasury management activities and performance for quarter 3 of 2022/23.

113 TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY FOR TREASURY INVESTMENTS 2023/24

Consideration was given to a report by the Treasury Manager, which invited the Board to consider the Treasury Management Strategy Statement And Annual Investment Strategy For Treasury Investments 2023/24 prior to its consideration by the Leader of the Council between 13th and 17th March 2023.

The Director – Link Asset Services concluded that the Council had proposed a risk free strategy, with the Council fully complying with guidance in all areas. The Council's strategy of not borrowing for the year was considered appropriate and the strategy was considered appropriate to manage funds effectively and generate a good return on investments.

The Board supported the recommendation to the Leader of the Council and in considering the report, the following points were recorded:

- Any changes to the policy for non-treasury investments by the Council would come through scrutiny and the decision-making process, which would provide a check and balance on ensuring no inappropriate investments were made. The new CIPFA Code had also introduced new prudential indicators to cover non treasury investment as well. The aim of these was to limit the proportion of net income from commercial investments and the maximum limit for potential losses which would need to be funded from reserves. In addition, the new CIPFA Code now prevented borrowing from the Public Works Loan Board in order to fund investments for commercial purposes. It was recognised that there would always be an element of risk with investment, but councils had a crucial role to play in making investments, particularly in economic development, for the benefit of its residents which should be undertaken within the appropriate boundaries.
- In relation to the CIPFA Code's requirement for a knowledge and skills register, there was already a duty on the Section 151 officer, set out in law since 1972, to ensure that those involved in the administration of the Council's finances had appropriate training. This new CIPFA Code requirement was strengthening the duties to provide appropriate financial training to councillors and officers. The Council's finance team was already providing appropriate training to councillors on the Overview and Scrutiny Management Board to ensure that councillors had the appropriate skills to

OVERVIEW AND SCRUTINY MANAGEMENT BOARD
23 FEBRUARY 2023

carry out their role. The requirement for councillors to have treasury management training had already been included in the Council's Treasury Management Strategy.

- The removal of the effect of Sovereign Support from an entity's individual rating by Credit Rating Agencies did not increase the risk to the Council, but possibly lowered the risk as there was a focus on the entity itself rather than on the sovereign rating given to that entity.
- Non-treasury investment was covered in the Capital Strategy which had been approved as part of the Council's Budget 2023/24 by the County Council on 17 February 2023. It was confirmed that non-treasury investment was made in relation to service delivery and support for Lincolnshire residents and businesses.

RESOLVED:

1. That the recommendation to the Leader of the Council, as set out in the report, 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 this item.

114 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 and planned work programme of the Adults and Community Wellbeing Scrutiny Committee, as referenced on pages 227-234 of the agenda pack.

Further to the publication of the report, the Adults and Community Wellbeing Scrutiny Committee had also considered two pre-decision items on the Community Supported Living, and Residential Care Usual Costs and Substance Misuse Grant Funding, in which the recommendations to the Executive were supported. At this meeting, the Committee had also considered the corporate performance data for the Adult Care and Community Wellbeing directorate.

One change to the Committee's work programme was recorded – a report on the Carers services would now be considered in Autumn.

In considering the report the following comments were recorded:

- The importance of ensuring that children maintained a balance diet with a healthy consumption of healthy fats was highlighted.
- It was clarified that a decision on the allocation of the Substance Misuse Grant Funding, which was made up of one of three tiers of services in the Government drug strategy – From Harm to Hope, was due to be made by the Executive on 7 March 2023. Details of the allocation of grant funding to other organisations was set out in the report to the Executive.

Consideration was then given to a report by the Chairman of the Health Scrutiny Committee for Lincolnshire, which updated the Board on the recent work of the Health Scrutiny Committee for Lincolnshire and its proposed work programme, as set out on pages 235 – 240.

Further to the report, the Health Scrutiny Committee for Lincolnshire had also considered reports on ULHT Elective Care Recovery; Non-Emergency Patient Transport, Mental Health Rehabilitation and the Director of Public Health's annual report at its meeting on 15th February 2023.

It was possible that a report on the engagement exercise on the Temporary Closure of the Hartsholme Centre currently planned for the 13th March 2023 would be delayed.

-
In considering the report, concerns were raised over a potential lack of domestic abuse refuge centres for men experiencing domestic abuse. It was agreed that this be investigated by the relevant service area and reported back to the Board.

RESOLVED:

1. That satisfaction be given to the activities since November 2022 by:
 - (a) the Adults and Community Wellbeing Scrutiny Committee; and
 - (b) the Health Scrutiny Committee for Lincolnshire.
2. That satisfaction be given to the planned work programmes of the:
 - (a) the Adults and Community Wellbeing Scrutiny Committee; and
 - (b) the Health Scrutiny Committee for Lincolnshire.

115 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

The Board noted the work programme.

The meeting closed at 12.41 pm

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

Report to:	Overview and Scrutiny Management Board
Date:	30 March 2023
Subject:	Transformation Programme Update

Summary:

This report provides the Board with an update on the Transformation Programme.

Actions Required:

The Overview and Scrutiny Management Board is invited to:

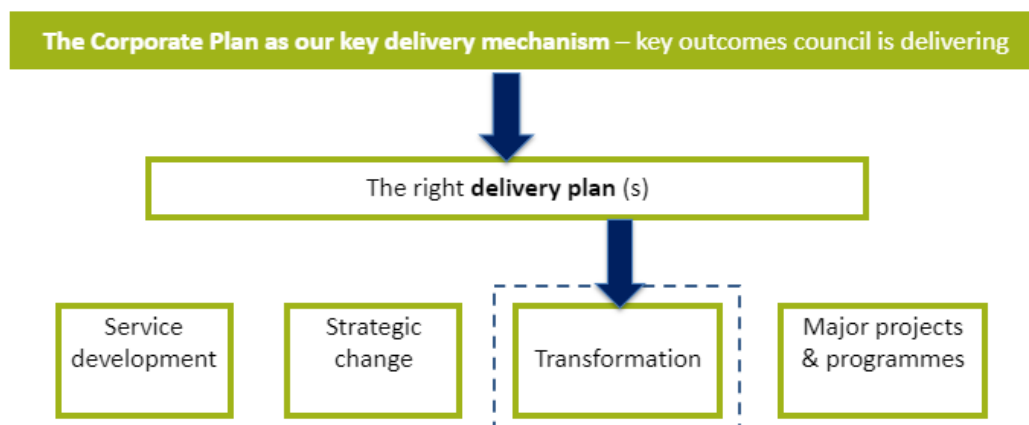
1. review and seek assurance on the progress and outcomes of the Transformation Programme.
2. receive a further update in September 2023, including a focussed overview on Smarter Working.

1. Background

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

1.2 Corporate Plan and the Transformation Programme

Figure 1



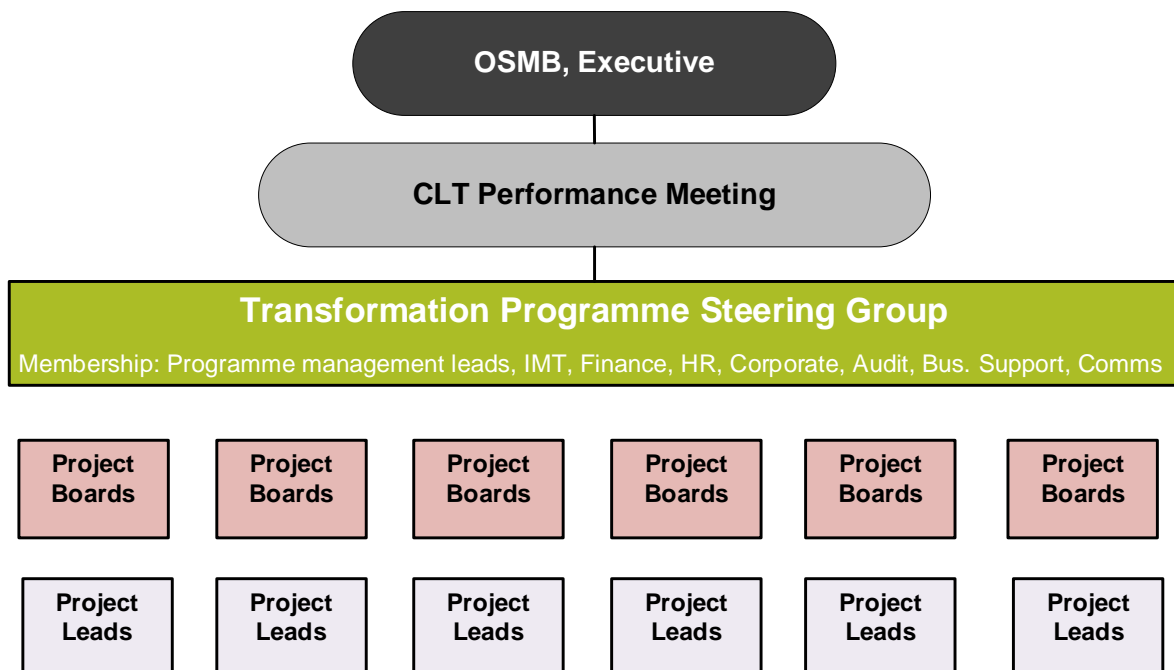
1.2.1 Our Transformation Programme wholly supports the Corporate Plan and the ‘One Council’ approach, by driving innovation and efficiency. Ultimately it is to support our vision of working for a better future and our priority to continue to provide good value council services.

1.3 Governance

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

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

Figure 2



1.4 Transformation Programme scope and focus

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

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

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

Project	Description
Digital Strategy Implementation	This project is working to achieve our vision of providing intuitive, simple, and accessible digital services. Ensuring we are collaborative and inclusive in how we work with each other, with our partners and for our residents.
People Strategy Implementation	This project is working to achieve our vision to be an 'employer of choice' in Lincolnshire and achieve the objectives of the People Strategy through our 'One Council' approach.
Smarter Working Programme	This project is building upon our journey to develop smarter working in Lincolnshire that optimises performance and supports employees to deliver their best for our communities and councillors.
Educational Travel	This project has been set up to create an improved, joined up, transport service, which supports families, children, and schools to effectively meet travel needs and build a sustainable transport/travel market in Lincolnshire.
Business Intelligence Strategy Implementation	This project is working to achieve our vision for business intelligence of enabling improved decision making through better understanding of our service, partners, people, and place.
Customer Strategy Implementation	This project is working to achieve our vision of delivering strong, joined up services, which are designed to ensure we are able to meet our customer's current and future needs.

Corporate Support Optimisation	This programme of work incorporates the existing projects reviewing business support, business world, and corporate support services; in addition, it includes the optimisation of corporate enabling services such as finance and HR.
Children in Care Transformation	This project includes a range of workstreams that look at what we need to be doing across every part of the child's journey.
Devolution	This project has been set up to obtain a devolution deal for Greater Lincolnshire; establish a long-term vision and ambitions; and introduce improvements to how we work together to enable Greater Lincolnshire to thrive.

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

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

- 1.5.1 Please see Appendix A for details on the projects, key milestones, and benefits delivered and anticipated.

2. Conclusion

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

3. Consultation

a) Risks and Impact Analysis

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

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

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Transformation Programme Overview

5. Background Papers

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

This report was written by Clare Rowley, who can be contacted on 07789944440 or clare.rowley@lincolnshire.gov.uk.

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Transformation Programme Appendix A

OSMB

30 March 2023



Appendix A

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



Devolution

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



Digital Strategy Implementation

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



BI Strategy Implementation

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



Educational Travel

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



Children in Care Transformation

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



Smarter Working Programme

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



Corporate Support Optimisation

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



People Strategy implementation

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



Customer Strategy Implementation

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

What has been achieved so far – where are we seeing value for money?



£1.1m

of budget savings achieved through Smarter Working deliverables including; property rationalisation and targeted reduction of other budgets.



£0.9m

of budget savings anticipated from the Adults Improvement Project



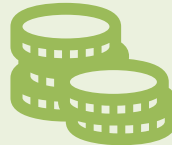
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children returning to Lincolnshire from out of county placements improving outcomes and avoiding future costs



Improved

the design to automate repetitive tasks and processes enables us to work more efficiently



£1.8m

of budget savings achieved through the Business Support Review phases 1 & 2



Greater inclusion

for children & young people and a reduction in requests for EHCP's and resulting plans with cost avoidance of **£7.279m**

Educational travel

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

Project Detail	Working across a number of different areas to make routes more efficient and cost effective		Project Status
Key Project Milestones	Complete	Dynamic Purchasing System established and operational. 1 st tendering event held with transport suppliers August 2022	
	Complete	New team structure within Transport Services in place & operational	
	31.03.23	Rolling programme in place and delivered for the re-procurement of transport services. New contracts agreed and in place with suppliers and forms part of the service's BAU process	
	31.03.23	Performance management intelligence dashboard in place to support the management of the Transport Service (20,000 active customers and approx. 1,550 contracts in place for transport services)	
	31.03.23	The existing Stamp transport eligibility system is replaced with using functionality within the service's existing transport system (MTC).	
	31.08.23	Independent travel team operational with campaign started to provide people with special educational needs or disabilities the confidence and skills to travel independently on buses, trains and walking routes.	
	31.03.26	Budget savings of £5.18m delivered	

Educational travel

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

Project Detail	Working across a number of different areas to make routes more efficient and cost effective
Page 28 Benefits & Savings	<p>Achieved to date – budget savings of: £1.239m in 22/23</p> <p>Planned for delivery – budget savings of: £3.941m from April 23 to March 26</p> <p>Delivered through:</p> <ul style="list-style-type: none">• New contracting framework in place to deliver better procurement supply contracts including an increase of transport suppliers• Improved re-routing of journeys reflected within new contract with suppliers• Alternative transport solutions considered and in place where greater value for money is demonstrated (such as personal transport budgets)• Re-evaluation of personal assistant requirements• Reduction in the average daily cost per passenger• Review of eligibility decision making process with improvements made in how the policy is applied and appeals are dealt with• Greater business intelligence now available with all transport data in the same system

Children in care

Corporate plan link: Enabling everyone to enjoy life to the full		
Project Detail	Working across every part of the child's journey to prevent escalation of need and improve outcomes.	
	Project Status	
Key Project Milestones	May 2023	First children’s home open & fully operational. Robin House is a 4 bedded home in Lincoln for children aged between 6 - 12 years old.
	Sept 2023	<p>Valuing Care Toolkit embedded as BAU across Children’s Services.</p> <p>Use of this toolkit improves the life chances of children in care by strengthening the links between children’s needs, the outcomes being pursued, and the resources available. By better capturing and reviewing the needs of looked after children, councils can make better decisions on support, placements and commissioning.</p> <p>This toolkit has been piloted, tested and rolled out throughout the service since 2020. In applying this tool, cost avoidance savings have been achieved since 2021.</p>
	Jan 2024	Second children’s home open & fully operational. Riverhead House is a 4 bedded home in Louth for children aged between 12 - 18 years old.

Children in care

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

Page 30

Benefits & Savings

Achieved to date – cost savings of:
£3.218m in 21/22
£2.429m in 22/23
Delivered through: the use of the Valuing Care toolkit with children and young people transitioned either to an in-house placement or returned home.

Planned for delivery – recurrent budget savings of:
£0.272m in 23/24
£0.290m in 24/25
Delivered through: the opening of Robin House & Riverhead House will reduce placement costs when compared to purchasing 8 beds with an external residential provider.

Improved outcomes for our children and young people in care by providing care locally within Lincolnshire rather than care at a distance, to keep children and young people within their own communities where they can be close to their networks.

Improved matching of placements, leading to greater placement stability.
Improvements within the foster carer recruitment and retention process
More children are prepared and ready to make a **successful transition** to a family setting.

Devolution

Corporate plan link: Achieving better outcomes for our residents

Page 31

Project Detail	Devolution Greater Lincolnshire is about bringing money and powers from Government closer to residents and bringing decision making and governance that currently sits at national government level down to Greater Lincolnshire (GL) and much closer to businesses and communities.		Project Status
Key Project Milestones	Complete	Agree project timeline, plan, resources and targets	
	Complete	Proposition is understood, maintained & supported across GL	
	30.04.23	Decision makers have confidence in GL's ability to deliver the proposition	
	30.11.23	Engagement with civil servants & MPs in GL's ambitions	
Benefits & Savings	A devolution deal would provide: <ul style="list-style-type: none">• A boost to growth in key sectors and supply chains by delivering the infrastructure needed to create high skill, high wage jobs• Increase living standards and opportunity through skills and improved access to employment• Devolve and align budgets with agencies to reduce bidding culture and deliver efficiencies• An approach to strategic and long-term investment for transport and utility purposes• Investment in green growth and our environment• Investment in infrastructure which enhances the quality of communities and accessibility of homes for all• Raise business productivity• Increase employment opportunity and economic activities• Contribute to UK priorities, particularly those for growth, energy and food security.		

People strategy implementation

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

Project Detail	Bring together all workforce ambitions for LCC: People Management, Partnership, Engagement and Communication, Culture, Leadership and Values, Learning and Development, Workforce Transformation and Innovation, Attracting and Retaining Talent, Reward and Recognition, Health and Well-being and Equality, Diversity and Inclusion		Project Status
Page 32 Key Project Milestones	Complete	Formulate and approve projects that will support & deliver the People Strategy	
	Complete	Culture & Leadership review undertaken	
	Complete	Identify and agree benefits for all projects	
	01.05.23	Workforce and skills stocktake undertaken	
	30.06.23	Review of occupational health service with a focus on mental health services	
	31.07.23	Corporate Talent Offer in place	
	31.03.24	People Strategy fully implemented	

People strategy implementation

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

Project
Detail

Bring together all workforce ambitions for LCC: People Management, Partnership, Engagement and Communication, Culture, Leadership and Values, Learning and Development, Workforce Transformation and Innovation, Attracting and Retaining Talent, Reward and Recognition, Health and Well-being and Equality, Diversity and Inclusion

Page 33

Benefits &
Savings

Planned for delivery – non-cashable benefits April 22 to Mar 24:

- Reduced employee turnover with a reduction of voluntary resignations & employees leaving the council within 12 months of starting (when compared to industry standards and with other local authorities)
- Attraction of the right people into the organisation at the right time to meet business need
- Improve the time taken to hire new employees
- A reduction in agency spend covering long term vacancies and hard to recruit roles
- Increase in apprenticeship roles creating further utilisation of the apprentice levy
- Improved attendance at work & a reduction in sickness absence rates
- Provision of career and succession path opportunities for all employees

Business world re-design

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

Project Detail	Redesigning the existing Business World system in order to standardise and reduce duplication, making our processes as effective and efficient as possible		Project Status
Key Project Milestones	Complete	Mobilisation and stand of the project	
	Complete	Design the solution / platform with Hoople	
	Complete	Build the solution	
	Complete	Test the solution including payroll parallel testing	
	01.04.23	Implementation & go live	
	31.05.23	Post implementation review & lessons learnt	
	31.07.23	Resolution of post implementation and formal closure of the project	

Business world re-design

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

Project
Detail

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

Planned benefits that will be delivered following go live on 1st April 23:

- A stable system
- A system which operates on the latest version of Business World and is technically supported
- Reduction in data quality issues
- Enhanced budget checking functionality to ensure funds are available before orders are placed
- Use of mandatory fields – enhancing quality of management information
- Improved budget management information
- Automatic alerts for managers to process transactions within the system
- All employees able to record absences
- Cost savings of £0.125m through the amalgamation of the LCC Business World systems team with Hoople

Corporate support optimisation

Corporate plan link: Provide good value council services

Project Detail	Review of corporate support processes to ensure they are structured to meet the future priorities of the services they support		Project Status
Page 36 Key Project Milestones	Complete	Plan & engagement with workforce on ideas for change (Business Support Review)	
	Complete	Agree changes to service with validation of delivering the budget saving (Business Support Review)	
	Complete	Define the Budget and Spend manager roles & responsibilities and incorporate with the Business World Training guidance & material	
	30.04.23	Implementation complete, lessons learnt review and formal closure of the project (Business Support Review)	
	30.06.23	Define and agree the Finance Offer including the Business Partnering Role	
	30.06.23	Implementation of workforce plan (skills & training needs, succession planning within Finance)	
	30.06.23	Formulate and agree work plan of future Corporate Services that will be reviewed	
	31.03.25	Deliver and complete reviews in accordance with agreed work plan	

Corporate support optimisation

Corporate plan link: Provide good value council services

Project Detail	Review of corporate support processes to ensure they are structured to meet the future priorities of the services they support
Benefits & savings:	<p>Achieved to date – recurrent budget savings of: £0.817m in 22/23 within Business Support £0.996m in 23/24 within Business Support</p> <p>Delivered through: the reduction in head count, removal and realignment of tasks and processes following the implementation of smarter working policies and Microsoft 365.</p> <p>Planned for delivery: 23/24 - Process review of all systems within Finance including Exchequer and Adult Finance Care Team services to identify, drive and delivery operational efficiencies. Commence delivery of future reviews within service areas such as:</p> <ul style="list-style-type: none">• HR• Legal Services• Corporate Performance• Corporate Systems• IMT• Property• Commercial Services

Corporate support services contract implementation

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

Project Detail	Reviewing and then implementing the Council's requirements for the services within the current Serco contract for their future delivery from March 2024.		Project Status
Page 38 Key Project Milestones	Complete	Develop transition plan for all services (Finance / CSC / HR Admin & Payroll & IMT	
	31.03.23	Agree accommodation requirement for services within the Lincoln campus	
	30.07.23	Complete procurement for CSC provider	
	30.07.23	Complete contract agreement and agree delivery specification with Hoople for HR Admin & Payroll	
	30.09.23	Agree revised budget for 24/25 for all 3 services transferring on 1.4.24	
	31.03.24	Mobilisation & transfer of services to CSC provider	
	31.03.24	Mobilisation & transfer of services to Hoople	
	31.03.24	Mobilisation & transfer of Exchequer Services and Adult Care Finance Team to LCC	
	31.03.24	Agree future IMT model and plan for implementation	

Corporate support services contract implementation

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

Project
Detail

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

Page 30
Benefits &
Savings

Planned to deliver by March 2024

- Reduction in contract management time
- Enhanced control over services delivered
- Unified approach in delivering financial systems through the identification and removal of duplication within current processes
- Greater resilience in the provision of key financial services
- Greater resilience in the provision of payroll services
- Transition to new model on 01.04.24 with minimal impact to service delivery

Smarter working

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

Project Detail	Building upon our journey to develop smarter working practices in Lincolnshire that optimises performance and supports employees to deliver their best for our communities and councillors		Project Status
Key Project Milestones	Complete	Development, agreement and launch of the Smarter Working Policy	
	Complete	Implement desk booking system for the Lincoln Campus	
	Complete	Business Case complete	
	Complete	Leadership Hub within County Offices & Lancaster House open and operational	
	01.04.23	Review of 1 st year of Smarter Working arrangements (considering what has worked well, what changes would be made for roll out within localities, use of technology with ‘Teams Enabled’ rooms, user experience of booking desks)	
	Ongoing	Engagement with employees through ‘working smarter’ sessions	
	31.03.26	Roll out of Smarter Working throughout localities	
	31.03.27	Delivery of strategic property rationalisation plan	

Smarter working

Corporate plan link: Provide good value council services

Project Detail	Building upon our journey to develop smarter working practices in Lincolnshire that optimises performance and supports employees to deliver their best for our communities and councillors
Benefits & Savings	<p>Achieved to date – recurrent budget savings of: £1.095m in 22/23</p> <p>Planned for delivery – recurrent budget savings of: £1.312m Apr 23 to March 27</p> <p>Delivered through:</p> <ul style="list-style-type: none">• Cost reductions within each directorate area associated with business mileage, lease car hire, supplies & services, external rationalization room hire and photocopier hire & printing costs• Reduction in office space required and associated running costs of buildings (disposal through sale of building or termination of leases) <p>In modernising work practices, Smarter working will:</p> <ul style="list-style-type: none">• provide the opportunity for an improved work-life balance• maximise the use of office space across Lincolnshire• manage the risks to our environment from climate change by reducing travel to work and meetings• with a flexible and new approach, strive to attract highly-skilled staff, retain our existing employees and be the employer of choice• continue to improve connectivity and technology to improve business processes and reduce waste

Business intelligence strategy

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

Project Detail	To enable improved decision making through better understanding of our service, partners, people, and place		Project Status
Upcoming Key Project Milestones	30.06.23	Development & approval of Data Infrastructure Model	
	31.08.23	Cancel existing licences that are no longer required for integrating data	
	31.12.23	Corporate approach to managing data quality in key systems in place	
	31.12.23	Transition all data sets to the Power BI Service	
Page 42			
Benefits & savings	This work will deliver the following during 23/24:		
	<ul style="list-style-type: none">• More efficient processes to managing data• Improved decision making• Improved Business Intelligence capability• A reduction in the tools / software used by the organisation when handling data		
	Planned for delivery - cost savings of: £0.066m in 23/24		
	Delivered through: the cancellation of licences no longer required.		

Customer strategy implementation

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

Project Detail:	Working to achieve our vision of delivering strong, joined up services, that are designed to ensure we are able to meet our customer's current and future needs		Project Status
Key Project Milestones	Complete	Appoint customer advocates Provide Human Centred Design training as part of their role	
	Complete	Develop & launch the Council's Customer Charter	
	Complete	Define the needs of the customer as part of the specification for the future provision of the CSC from April 2024	
	30.04.23	Development and launch of Customer Service training for employees	
	30.04.23	Launch Customer Feedback pilot and review prior to formal roll out	
	31.07.23	Implementation of the new telephony solution throughout the council	
	31.07.23	Termination of existing telephony contracts which are no longer required and calculate savings	

Customer strategy implementation

Corporate plan link: Provide good value council services

Project Detail:

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

Benefits &
Savings
Page 44

- Consistency in the quality of the customer experience
- Efficient and accessible services that meet customer expectations
- Greater use of online systems available 24/7
- Help customers to help themselves
- Reduction in customer complaints
- Use of technology (Microsoft 365) to reduce costs associated with external telephone landlines & calls (**Budget savings to be determined for telephony in 23/24**)

Digital strategy implementation

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

Project Detail	Working to provide intuitive, simple, and accessible digital services. Ensuring we are collaborative and inclusive in how we work with each other, for our residents and with our partners.		Project Status
Key Project Milestones	Complete	'As is' processes of the Adult Social Care pathway	
	31.03.23	Develop staff guidance for Virtual Meetings in conjunction with professional team and roll out	
	30.04.23	Decision on how to take forward to Adult Social Care pathway and how this work links to the Corporate Support Services Implementation project with the Adult Care Finance Team transferring to the Council in April 2024	
	30.09.23	Investigate the potential use and functionality of Microsoft Bookings for digital appointments. Pilots within Education and Lincolnshire Fire & Rescue	
	30.09.23	Complete all business analysis work to understand how call volumes can be reduced for all the call queues accepted by the CSC	
	31.03.24	From the rolling programme of business analysis work to identify pain points & opportunities, implementation of solutions with services to reduce call volume to the CSC (improvements to website for customers to self serve, natural language processing, bot technology)	

Digital strategy implementation

Corporate plan link: Provide good value council services

Project Detail	Working to provide intuitive, simple, and accessible digital services. Ensuring we are collaborative and inclusive in how we work with each other, for our residents and with our partners.
Benefits & savings	<p>Planned for delivery – recurrent budget savings of:</p> <p>£0.378m in 23/24 £0.492m in 25/26</p> <p>To be delivered through:</p> <ul style="list-style-type: none">• A reduction in travel costs incurred driving to meetings with customers• Delivery of efficient and effective processes ensuring any duplication / unnecessary and redundant steps are removed• Use of technology to create further efficiencies within systems and processes• Utilisation of current tools, such as Microsoft 365, to provide the technology for virtual meetings to take place internally, with our partners, and customers• Reduction of calls and emails to the CSC from a range of call queues that include:<ul style="list-style-type: none">• Fix my Street, Highways• Household Waste & Recycling Centres• General Highways queries• Libraries renewals & reservations• Switchboard calls• Educational Transport Services• Education – school admissions & free school meals• Heritage

Reference: project status key

RAG	Criteria Description
Green	Successful delivery of the project to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly
Amber/Green	Successful delivery appears probable; however, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery
Amber	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun. *Amber will be the defined status whilst a project is in initiation stage'.
Amber/Red	Successful delivery of the project is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and whether resolution is feasible
Red	Successful delivery of the project appears to be unachievable. There are major issues on project definition, schedule, budget required quality or benefits delivery, which at this stage does not appear or be manageable or resolvable. Baselining may be required &/or overall viability re-assessed

Transformation Programme

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

programmemanagementoffice@lincolnshire.gov.uk

Or visit:

[Transformation Programme - Home \(sharepoint.com\)](https://sharepoint.com)



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

Report to:	Overview and Scrutiny Management Board
Date:	30 March 2023
Subject:	Property Services Contract Year 7 Report and Interim for Year 8

Summary:

This report updates the Board on the performance of the Property Services Contract with VINCI Facilities at the end of the seventh year of the contract with an interim report for year eight.

Actions Required:

The Overview and Scrutiny Management Board is asked to:

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

1. Background

In March 2022, the Overview and Scrutiny Management Board considered the performance of the VINCI contract for year six (2020-2021). This report informs the Board about the performance of the contract in year seven (2021-2022) and furthermore, provides an interim report on year eight (2022-2023).

2. Contractors Performance

2.1 Service Manager's Assessment

As reported in the previous report, COVID continued to be a challenge going into year seven however this became less prevalent during year eight as it became a business-as-usual risk.

The year eight challenge has been in rising costs across the property and construction industry including a large rise in the contractual inflationary indices NOMACOS which saw an annual increase of 8.94%.

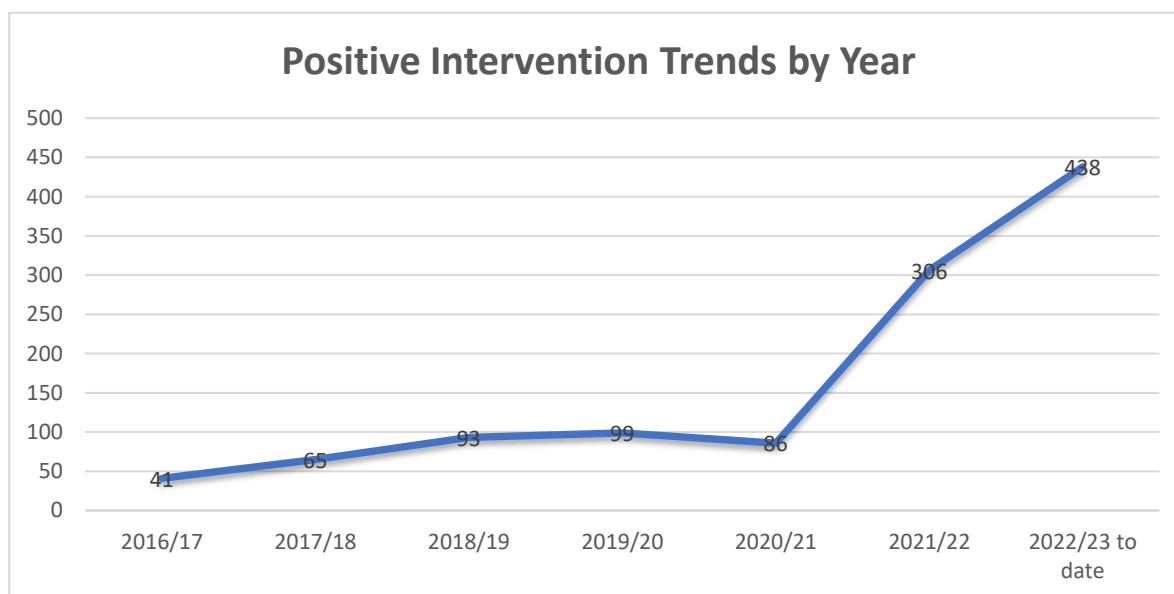
In respect to property running costs, energy costs have seen a sharp increase with gas prices increasing by 70% in April 2022 and electricity increasing by 100% in October 2022. One of the reasons for these increases is attributed to the Russia-Ukraine war due to cuts in supplies. Electricity costs are linked to gas costs and therefore follow a similar trend.

Lincolnshire County Council (LCC) has received a total of £246,000 via the Government's Energy Bill Relief Scheme Discounts (EBRS) across the school and non-school portfolios from October 2022 to January 2023.

The latest energy briefing from ESPO is forecasting a 200-300% increase in gas prices from April 2023 and a 15-20% increase in electricity from October 2023.

Construction costs have also risen during 2022/23 financial year. Building materials saw an overall increase of approximately 25% higher in 2022 than they were in 2021¹ which affects any LCC construction project work. Furthermore, this impacts on costs of capital repairs and maintenance structural work and cost of materials for general facilities management.

2.2 Health and Safety



Positive interventions continue to show a marked increase year-on-year. To date during year eight (2022/23), 438 positive interventions have been undertaken by the mobile resource technicians (MRTs). This is the highest recorded number since the contract commenced. The mobile resource technicians are encouraged to undertake a positive

¹ Monthly Statistics of Building Materials and Components January 2023 Report, Department for Business, Energy & Industrial Strategy which can be found at the following link:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1134673/23-cs2- Construction Building Materials - Commentary January 2023.pdf

intervention where possible and receive frequent training to spot potential risks and threats to health and safety of visitors, staff, and the public in general.

An example of a positive intervention during the year is a VINCI MRT being vigilant whilst undertaking a planned maintenance of a solar panel array spotting an inverter burning slowly which if left unchecked could have had the potential to start a fire. The inverter was made safe by the technician on the spot.

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

There were several injuries during 2021/22 and 2022/23. Some notable ones include a waste collection operative straining his back whilst moving a 1100 litre wheeled bin, two of the four wheels were in a gravel strip and unfortunately the staff member did not follow the correct working procedure or ask for assistance which resulted in the injury. Another member of contractor staff accidentally smashed a window on the Lincoln County Offices campus which did not result in lost time. The window was replaced at the expense of the contractor.

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

2.3 Finance

- **Pain/Gain Result for 2021/22.** A proportion of the contract operates on a target cost basis, the costs of which were competitively tendered. The collaborative principle of shared risk against target costs has incentivised the identification of inefficiencies.

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

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

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

Item	Year Six	Year Seven
Contract Target Costs Gain	£310,100.56	£274,112.62
LCC/VINCI split	£155,050.28	£137,056.31
LCC share	£160,942.19	£143,319.78
KPI % deduction applied	£149,158.37 to VINCI	£130,792.84 to VINCI

The gain share in year seven is attributed to some vacancies within the Kier estates and valuations team and the CDM (Construction Design and Management) team respectively. These both appear within the costs for 'Other Property Services' which form part of the target cost. In addition, VINCI's subcontractors held their prices for the second year of a three-year period (up to and including end of year eight) which is an avoided cost to the Council. Furthermore, as VINCI insourced the commissionaire team from a subcontractor during year six, this also contributed to the net saving within the target cost.

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

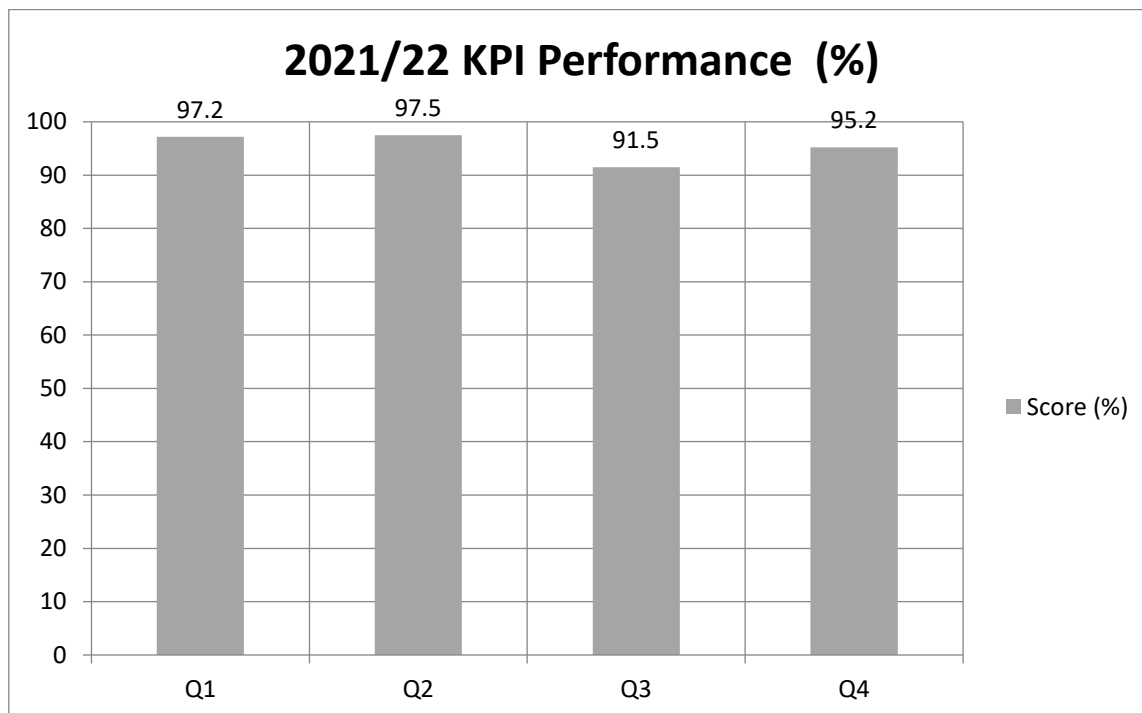
The following shows the value of (credits) generated from LSDs:

Year	Sum of LSDs
2016/17 (Year 2)	£37,950
2017/18 (Year 3)	£10,250
2018/19 (Year 4)	£53,000
2019/20 (Year 5)	£38,650
2020/21 (Year 6)	£8,350
2021/22 (Year 7)	£6,400
2022/23 (Year 8) to end of Jan 2023	£5,450
Total	£160,050

Recent financials are showing a reduction in respect to LSD charges, as VINCI is working more closely on educating their supply chain on ensuring that work is completed within timescales, closer working and implementing routine quality audits. Furthermore, an additional £5,968.09 (Year 7) and £2,957.48 (Year 8 to date) respectively was recouped from poor subcontractor performance.

2.4 Key Performance Indicators (KPIs) – Year Seven

Year seven outturn was 95.4% which is a slight reduction in performance from 96.2% outturn for year six. The annual 'stretch' target is 90%, the baseline (contract) target is 75%. The chart below shows the annual results by quarter.



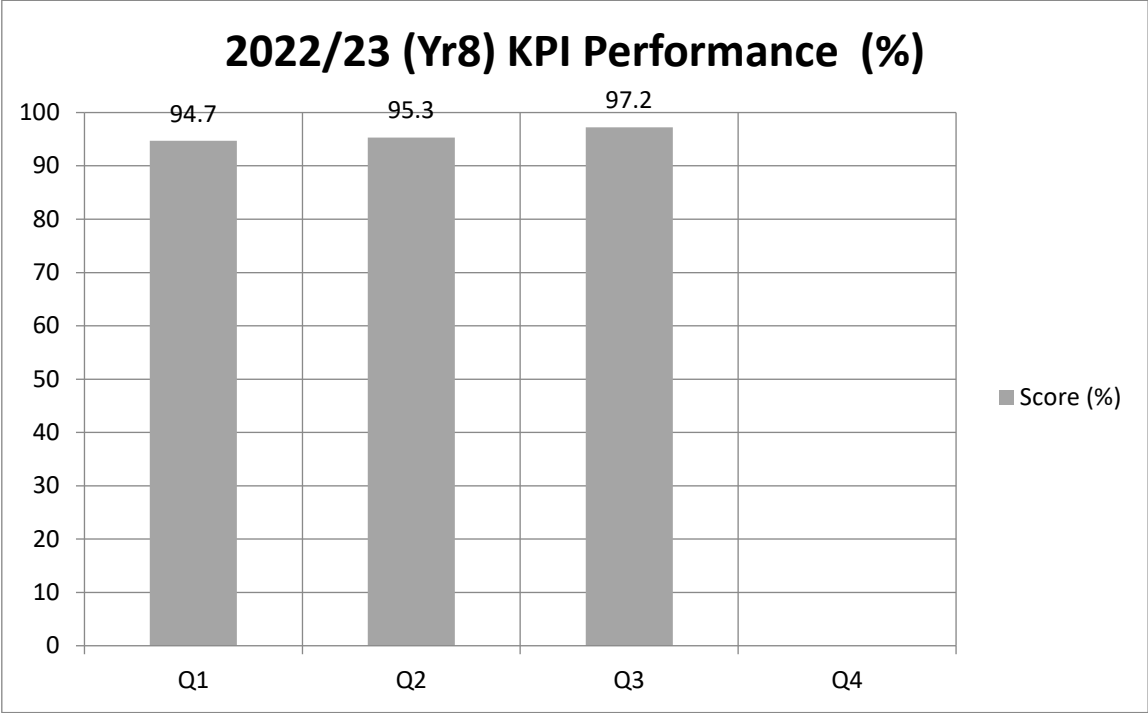
Generally, VINCI performed well in year seven. Quarter 3 (Q3) saw a drop to 91.5% which was attributed to two failures to complete statutory testing and inspections within contractual timescales. It is worth noting however that the contract has more strict timescales here than the regulation requires and both tasks were subsequently completed. Furthermore, in terms of context, there were 96 tasks in total here and two were failures, that is 98% completion criteria against the total jobs, but the scoring mechanism of the contract is tougher in terms of a score reduction because of the critical nature of these jobs.

Furthermore, there were some failures on reactive jobs, eight in total. Again, to put this measure into context, there were 182 reactive jobs in total for the quarter, eight of which fell outside of the contractual timescales.

Year Eight to date

Performance has remained consistently high during year eight to date as can be seen in the chart below. For the first two quarters of the year, there were two missed planned maintenance tasks, one for each quarter which were subsequently corrected. Furthermore, there were five failures of reactive maintenance work for each of the first two quarters (Q1 and Q2), some of these related to poor record keeping of work carried out by subcontractors, so LCC officers were unable to verify when or if the work was

completed in time. VINCI has been working hard to improve the record keeping of their subcontractors which can be seen in the improved Q3 score.



2.5 Special Educational Needs and Disability (SEND) Projects

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

The SEND programme is well underway with several projects now completed including the opening of a new 148 place school, Boston Endeavour Academy in September 2021 and expansions to Bourne Willoughby Academy, Spilsby Eresby School and Louth St Bernard’s School, opened in December 2021, May 2022 and September 2022 respectively. The completion of these four schools has provided an additional 184 SEND school places for Lincolnshire children.

Projects currently underway are the expansion of Spalding the Priory (now known as Tulip Academy), anticipated to be completed in April 2023 and the new 150 place Lincoln St Christopher’s Primary School which is due for completion ahead of its programmed date with handover scheduled for 27 March 2023. Enabling works have been taking place over the past year on the Lincoln St Christopher’s Secondary school site with the main works due to begin once the primary school is handed over. The works to the secondary school site are due to be completed in September 2024. This project will see the demolition of a large part of the school and replaced with a new block of accommodation.

Pre-construction activities continue at both Lincoln St Francis School and Gosberton House Academy. St Francis School will see a large-scale refurbishment with works

planned to start on site in the summer of 2023. Gosberton House Academy will be provided with a four classroom new block with works anticipated to begin on site towards the end of 2023.

2.6 Capital Receipts

The Kier Estates team manage the capital receipts service on behalf of the Council. The two-year disposal programme (ending 2023/2024) has a target capital receipt total of £14m. The current forecasted two-year total is £17,302,668 (net of S77 contributions), £18,974,418 gross.

Since April 2021, the total capital receipt secured is £3,683,068 gross. This figure includes sales of several sites, notably Judges Lodgings and Wallis House in Louth.

2.7 Recovering from the impact of Covid.

Covid has had several notable impacts on the property services. VINCI and Corporate Property have been working together to ensure that LCC sites remain compliant, and furthermore to tackle Covid by working closely with Public Health and the Health and Safety teams in providing hand sanitising stations and surface cleaning wipes to help minimise the risk of infection.

As previously reported to the Board in March 2022, due to the Covid pandemic, we unfortunately lost the catering provision at The Quad, which was provided through the property contract. The Adult Care and Wellbeing Day Opportunities team worked closely with Corporate Property to reopen The Quad and provide the catering provision whilst also promoting social value through work-based volunteering opportunities to people with learning disabilities.

2.8 VMOST

VMOST, (**V**ision, **M**ission, **O**bjectives, **S**trategies and **T**actics) is a business planning model that VINCI introduced to the contract from the outset and is used to shape the 12-18 month business plan.

The existing VMOST strategies are as follows:

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

Following a recent review of the VMOST, most tactics under each strategy have been completed with a progress report currently being written up with the view of a new VMOST to be developed for the final two years of the property contract.

2.9 Continuous Improvement

Corporate Property and VINCI have continued to drive improvements and efficiencies using improved working processes, procedures, and systems.

- **VINCI electric vehicle fleet.** VINCI have been proactively looking at ways to reduce the CO2 emissions of the services provided through the property contract and have introduced three new electric vehicles for their mobile resource technicians.
- **New model for FM cover for County Offices Lincoln Campus and South Park Tri-Service Station.** VINCI and Corporate Property have been looking at ways to make cost efficiencies, one of these is reviewing the FM cover across the two sites. This service improvement has generated an approximate financial saving of circa £28k.
- **Insourcing of TMV (Thermal Mixing Valve) maintenance.** As another continuous improvement item VINCI has successfully insourced the TMV maintenance from a subcontractor. This will provide a more efficient, reliable, and cost-effective service.

3. Conclusion

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

4. Consultation

a) Risks and Impact Analysis

Not Applicable

5. Background Papers

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

This report was written by Stuart Wright, who can be contacted on 07872 675264 or by email at stuart.wright@lincolnshire.gov.uk.



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

Report to:	Overview and Scrutiny Management Board
Date:	30 March 2023
Subject:	Update on IT Services – Project Portfolio

Summary:

This report serves to provide the Board with a high-level view to show progress on highlighted projects being commissioned through IT.

Actions Required:

The Board is requested to review and seek assurance on the progress of highlighted projects currently being commissioned through IT.

1. Background

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

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

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

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

KPI Report Month	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23
Actual Month	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23
	85.7%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

3. Red/Amber Status – Path to Green Summary

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

	Nov 2018	Mar 2019	Aug 2019	Nov 2019	Mar 2020	Sept 2020	Mar 2021	Sept 2021	Mar 2022	Sept 2022	Mar 2023
Red	2	1	0	1	1	1	2	0	0	0	0
Amber	8	6	7	2	3	3	2	1	4	6	3
Green/Complete	10	13	13	17	16	11	12	16	12	12	12

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

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

Project Ref and Name	Path to Green	Impact
IMT-447-1907 Upgrade Domain Services	Amber - Path to Green: Once the final planning meetings have been held with third parties, the project plan can be baselined, bringing the project back to green.	The project is currently working to ensure that the project plan being developed with third parties is resourced and minimises any impact to live services. Once this is complete the plan will be baselined and the project will return to a green status.
IMT-561-2205 STAMP Replacement (MTC)	Amber - Path to Green: The outcome of the analysis of the additional requirements will clarify the implications to the project scope and plan.	The project has delivered the business-critical elements, and is reviewing the final remediation tasks, and analysing additional scope of requirements highlighted by the service area in respect of Post-16 transport.
IMT-562-2204 Oracle Database Server Upgrade	Amber - Path to Green: Once commercials for the next phase of work are in place the plan will be reviewed and baselined.	The project is progressing but is at a formal project gateway to ensure that the necessary budget is secured now that the technical design and approach is defined.

5. Project Dashboards

a. Closed since last report

Project ID	IMT-418-1902		Project Sponsor	Andrew Jordan
Project Name	Azure Phase 1/Phase 2		Project Manager	David Betts
Project Status	Closed		Forecast Project Closure Date	07 March 2023
Project Summary	The extension of the Serco contract was progressed upon the assumption that there would be a migration from the SunGard ITUS & ECS environments to Microsoft Azure hosting for many of LCC's application services. This project is that work which is funded by LCC. NB Cost of ECS element should be funded from Transformation.			
Business Benefit	To realise the savings from migrated to cloud hosting in Azure.			
Citizen Outcome	Indirect			
Position update	Project Complete			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	07 March 2023	07 March 2023	Green - Project Complete	

Project ID	IMT-515-2102		Project Sponsor	Donna Fryer
Project Name	SWP Desktop to Laptop Swap Out		Project Manager	Claire Wickens
Project Status	Closed		Forecast Project Closure Date	23/01/23
Project Summary	To enable staff to swap out their desktop computers for a laptop, which will contain all the applications that they require to do their job.			
Business Benefit	To enable all staff to leverage the benefits of working from anywhere, particularly during restrictions relating to the pandemic.			
Citizen Outcome	Indirect			
Position update	Project Complete			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	23 January 2023	23 January 2023	Green - Project Complete	

b. Projects in flight

Project ID	IMT-447-1907		Project Sponsor	Andrew Jordan
Project Name	Upgrade Domain Services		Project Manager	Jo Marsden
Project Status	Implement		Forecast Project Closure Date	30/06/23
Project Summary	LCC's current active directory structure and Domain controller solution has a number of issues that require resolution to ensure best practice, and efficient operation of the current AD and infrastructure environment			
Business Benefit	Ensures best practice is reflected and provides efficient operation of the current Active Directory and infrastructure environment			
Citizen Outcome	Indirect			
Position update	The High level and low-Level Designs have been reviewed and signed off. Final planning meetings being held with third party suppliers to confirm resources to enable the project plan to be baselined.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	30 June 2023	30 June 2023	Amber - Path to Green: Once the final planning meetings have been held with third parties, the project plan can be baselined, bringing the project back to green.	

Project ID	IMT-561-2205		Project Sponsor	Verity Druce
Project Name	STAMP Replacement (MTC)		Project Manager	Adam Bainbridge
Project Status	Implement		Forecast Project Closure Date	31/03/23
Project Summary	Implement the MTC Eligibility module as a replacement for STAMP			
Business Benefit	Integrated module with fewer third party dependencies. Solution can be implemented at minimum cost to LCC			
Citizen Outcome	More streamlined process for users with less data entry duplication			
Position update	<p>The replacement system for School transport went live on the 19 December 2022. The third party is currently working through a snagging list to remediate some minor issues. A new test instance of the system has been provided for future development requirements.</p> <p>Some additional requirements have been identified which are being analysed to understand the scope change and plan implications.</p>			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	31 March 2023	31 March 2023	Amber - Path to Green: The outcome of the analysis of the additional requirements will clarify the implications to the project scope and plan.	

Project ID	IMT-562-2204		Project Sponsor	Andrew Jordan
Project Name	Oracle Database Server Upgrade		Project Manager	Claire Wickens
Project Status	LCC Gateway		Forecast Project Closure Date	31 May 2023
Project Summary	Procure replacement servers for the oracle service for MTC/Mobirouter. Replace the Linux/Application servers that are unsupported out of date			
Business Benefit	Critical public facing services have a resilient and supported IT infrastructure for their key applications			
Citizen Outcome	Public facing transport services have a resilient and supported IT infrastructure to maintain availability of systems/service delivery			
Position update	Following the sign off of the High-Level Design for the work, the commercial proposal is being produced and is due for sign off in the next couple of weeks, following which the project plan can be baselined.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	TBC	TBC	Amber - Path to Green: Once commercials for the next phase of work are in place the plan will be reviewed and baselined.	

Project ID	IMT-345		Project Sponsor	Andrew Jordan
Project Name	PSN Compliance		Project Manager	Gil Crisp
Project Status	Implement		Forecast Project Closure Date	31/07/23
Project Summary	This project coordinates a number of remediation projects to remove legacy 2003 server operating systems.			
Business Benefit	To remove legacy server operating systems to improve the security profile of the LCC network.			
Citizen Outcome	Indirect			
Position update	Windows 2003 server workloads now substantially remediated, and final activities are being undertaken before moving into the project to closure. A new project is being initiated to manage the ongoing Technical Life Cycle remediation works.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	31 July 2023	31 July 2023	Green - Project on track	

Project ID	IMT-117-2004		Project Sponsor	Andrew Jordan
Project Name	Telephony Enablement		Project Manager	David Betts
Project Status	Transition		Forecast Project Closure Date	28/04/23
Project Summary	The purpose of the Avaya upgrade project is to upgrade the LCC Avaya fixed corporate & CSC telephone system software			
Business Benefit	Mitigate significant business risk due to the existing version having reached its end of support life. To update the current system software and provide additional features for the CSC and to address a number of bugs with the old version. To extend the operating life for the sunk investment in Avaya telephone hardware for a number of years allowing the market for light infrastructure cloud-based telephony to mature			
Citizen Outcome	Call centre leveraged new and improved features to optimise and streamline the call handling service.			
Position update	The Avaya telephony solution upgrade has been successfully completed and has been fully operational for a few months. The remaining project activities relate to the Call Recorder software, which was added to the project scope. This is to manage the migrations of legacy recordings in line with data protection principles. These activities are due to complete early April 2023, then allowing the project to move into closure.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	28 April 2023	28 April 2023	Green - Project on track	

Project ID	IMT-494-2007		Project Sponsor	Andrew Ness
Project Name	MapInfo to Concurrent licensing		Project Manager	James Papaefthymiou
Project Status	In Closure		Forecast Project Closure Date	31 March 2023
Project Summary	To Support Pitney Bowes in migrating all MapInfo users currently on a seated license to a concurrent license. Once all users are on a Concurrent license make sure all users have the latest packed version of MapInfo installed (version 16 or higher) and remove all older versions of MapInfo.			
Business Benefit	Improved License management for application Removal of unsupported versions of application Ensure application is updated regularly so users benefit from latest features and are using a supported version of the application			
Citizen Outcome	Indirect – Application only used internally			
Position update	The technical work has now been completed. End users have been provided with training on the new version which is tailored to their service areas use. Ongoing support for the end users is also now in place. Project closure has commenced.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	31 March 2023	31 March 2023	Green - On Track	

Project ID	IMT-503-2009		Project Sponsor	Darren Peatfield
Project Name	LFR Environment Migration and Onboarding		Project Manager	Adam Bainbridge
Project Status	Implement		Forecast Project Closure Date	30/04/23
Project Summary	To provide LFR with LCC domain and email accounts, to enable LFR to access the Microsoft 365 resources and be supported in line with LCC. The project will ensure that LFR staff can access the line of business systems from the new LCC accounts.			
Business Benefit	To enable LFR to gain maximum benefits from the Microsoft 365 subscription, and to align LFR with the standard LCC IMT Provision.			
Citizen Outcome	Indirect			
Position update	Following the pilot migration some issues were identified and remediated, allowing the migration plan to be baselined. LFR staff have been migrated in batches from the LFR domain to the LCC domain as planned. The final batch migration is on track to be completed by the end of March 2023.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	30 April 2023	30 April 2023	Green - Project on track	

Project ID	IMT-526-2105		Project Sponsor	Eleanor Baumber
Project Name	LTTP Redevelopment Stage 2: Platform migration		Project Manager	Jo Marsden
Project Status	Testing		Forecast Project Closure Date	30 April 2023
Project Summary	Lincs to the Past Replacement Phase 2: migration to stable and up-to-date platforms			
Business Benefit	<p>The platform will be in support, hosted on an in-support version of Windows and storage costs will be reduced.</p> <p>The platform will be more stable for future developments – automated and offline data analysis, integration with payment gateway to allow revenue generation through online purchase of images/prints.</p> <p>Visible changes and improvements in the underlying platform will improve Archives' reputation with the public.</p> <p>Archives will better meet its statutory requirements</p> <p>The Public will be better able to perform searches for themselves freeing up Archive staff time to perform core duties.</p>			
Citizen Outcome	<p>In general, accessibility to archived data and images becomes much faster and easier, with the search function becoming easier to perform and will use catalogue IDs rather than requiring staff to help visitors.</p> <p>The public will find it easier to search from home, and on their own</p> <p>Better cataloguing of collection data and visibility of images will drive public engagement (and potential future revenue)</p> <p>The platform will have zoom functionality restored and will remove worrying certificate errors.</p>			
Position update	<p>LCC User Acceptance Testing highlighted a number of issues which are being investigated and remediated by the third-party supplier. In light of this a Change Control was issued against the project to manage the impact to the plan. This has been reviewed and agreed by the project sponsor, providing a revised baselined plan.</p>			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	30 April 2023	30 April 2023	Green - Project on track	

Project ID	IMT-569-2208		Project Sponsor	Lee Sirdifield
Project Name	Anywhere 365		Project Manager	Pete Smith
Project Status	Build		Forecast Project Closure Date	31 August 2023
Project Summary	Implement Anywhere 365 to replace Avaya in the Contact Centre and throughout LCC and ultimately decommission Avaya and any associated technologies			
Business Benefit	<p>Ease of making and receiving calls</p> <p>Cost reductions in telephony</p> <p>Integration with Microsoft 365 Eco System</p>			
Citizen Outcome	<p>No loss of service to the public</p> <p>Meeting the requirements of the Customer Charter to ensure that customers can contact us easily</p> <p>Technology enhancements for the customer for example ability to find a solution via a Chat Bot and then Webchat</p>			
Position update	Requirements gathering to continue and subsequent challenges to be raised and discussions around Support wrap for Teams/A365 to continue			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	31/08/23	31/08/23	Green - Project on track	

Project ID	IMT-574-2211		Project Sponsor	Phil Huntley
Project Name	Joint Strategic Needs Assessment		Project Manager	Claire Wickens
Project Status	Design		Forecast Project Closure Date	31/03/23
Project Summary	Joint Strategic Needs Assessment (JSNA) which is a Health and wellbeing report is to be created using public and non-public data.			
Business Benefit	<ul style="list-style-type: none"> - Power BI used to create the JSNA report. - Improve the functionality which streamlines the process of producing and publishing the JSNA. - Reducing manual officer resources whilst improving user experience and presentation. - The platform will be able to facilitate a range of data reporting and visualisation tools that include interactive functionality for a range of audiences. 			
Citizen Outcome	Indirect			
Position update	The required technical environment has been provisioned and configured. It has been setup with Role Based Access (RBAC) and third-party permissions, enabling access for the commissioned third party (Amii) to configure the Data Warehouse.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	31 March 2023	31 March 2023	Green - Project on track	

Project ID	IMT-587-2212		Project Sponsor	Andrew Ness
Project Name	Zipporah Decommission		Project Manager	Sarah Bojko
Project Status	Definition		Forecast Project Closure Date	31 May 2023
Project Summary	To validate that the Zipporah solution is no longer required by LCC and ensure that the annual subscription is terminated in line with the third-party contract. Ensure that the decommission of the system is managed.			
Business Benefit	Annual expenditure reduces and redundant resources decommissioned.			
Citizen Outcome	Expenditure reduction and legacy data being securely deleted.			
Position update	Notice to terminate the contract has been provided to Zipporah in line with the terms of the contract. Planning for the physical decommission of the application, along with ensuring compliance with data retention, has commenced.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Closure	31 May 2023	31 May 2023	Green - On Track	

Project ID	IMT-594-2302		Project Sponsor	Donna Fryer
Project Name	Legal Services Microsoft 365 Migration		Project Manager	Claire Wickens
Project Status	Definition		Forecast Project Closure Date	30 June 2023
Project Summary	To support Legal Services in their migration to Microsoft 365, ensuring that their key software applications are operational in the new environment.			
Business Benefit	To enable Legal Services to gain maximum benefits from the Microsoft 365 subscription, and to align with the standard LCC IT Provision.			
Citizen Outcome	Indirect			
Position update	Further to work undertaken to upgrade and stabilise the case management system used by Legal Services, the service area can now be migrated to Microsoft 365, and their email migrated to the Cloud. The planning activities and preparatory works are in progress, and a migration plan is due to be baselined by the end of March 2023.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Plan Baselined	31 March 2023	31 March 2023	Green - On Track	

Project ID	IMT-600-2303		Project Sponsor	Donna Fryer
Project Name	Registration Service Microsoft 365 Migration		Project Manager	Adam Bainbridge
Project Status	Definition		Forecast Project Closure Date	30 June 2023
Project Summary	To support the Registration Service in their migration to Microsoft 365, ensuring that their key software applications are operational in the new environment.			
Business Benefit	To enable Registration Service to gain maximum benefits from the Microsoft 365 subscription, and to align with the standard LCC IT Provision.			
Citizen Outcome	The project will improve the experience for members of the public when dealing with registrars, as the staff will have better technology to support them in their roles.			
Position update	Work has been undertaken to analyse the systems used by registrars to identify areas which may be affected by the migration to Microsoft 365. An approach has now been developed to enable the Registration Service to progress with their migration to Microsoft 365. The planning activities and preparatory works are in progress, and a migration plan is due to be baselined by the end of March 2023.			
Next Milestone Name	Milestone Baseline Delivery Date	Forecast/Actual Delivery Date	RAG Status and Commentary	
Project Plan Baselined	31 March 2023	31 March 2023	Green - On Track	

6. Conclusion

Since the last report much progress has been made in respect of the long-standing projects, which are now nearing completion (e.g. IMT-117 Telephony upgrade and IMT-345 PSN Compliance). The demand for IT projects, particularly those which need quick turnarounds, has continued. However, the IT service has seen a change in key personnel which has brought with it changes in the commissioning process for IT projects. Whilst this is being established, a moratorium of commissioning new projects has been in place to enable the service to focus on the key projects in flight and to safeguard that critical pieces of work are given priority.

7. Consultation

a) Risks and Impact Analysis

Not applicable

8. Background Papers

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

This report was written by Donna Fryer, IMT Head of Portfolio and Resources who can be contacted via e-mail donna.fryer@lincolnshire.gov.uk.

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

Report to:	Overview and Scrutiny Management Board
Date:	30 March 2023
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 15 December 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 15 December 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 15 December 2022, when a report was last submitted, the Children and Young People Scrutiny Committee has met on 13 January 2023 and 3 March 2023. The Public Protection and Communities Scrutiny Committee has met on 31 January 2023 and 21 March 2023. The key activities since December 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 November 2023: -

Scrutiny Committee	Monitoring Date	Monitoring Date	Monitoring Date
Adults and Community Wellbeing	23 Feb 23	25 May 23	28 Sept 23
Health			
Children and Young People	30 Mar 23	29 Jun 23	26 Oct 23
Public Protection and Communities			
Environment and Economy	27 Apr 23	24 Aug 23	23 Nov 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 13 January and 3 March 2023. 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 December 2022:

13 January 2023	
<i>Item</i>	<i>Summary of Outcomes</i>
Children's Services Budget Proposals 2023/24	The Committee supported the budget proposals for Children's Services for 2023/24 and agreed to pass on comments to the Executive for consideration at its meeting on 7 February 2023. Members explored in detail the financial risks facing Children's Services, which included children in care, recruitment and retention of social workers, inflationary pressures, and the affordability of the national funding formula for mainstream schools.
Attendance in Schools, Elective Home Education and Children Missing Education Annual Report 2021/22	The Committee endorsed the annual report for 2021/22. The Committee explored the increase in the number of young people being electively home educated and requested that further detail in relation to this increase be circulated to Members. Members also requested that future annual reports should be modified to reflect 'Lincolnshire branding'.
Recommissioning of Children with Disabilities Services (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, Procurement and Migration on 26 January 2023.
Expansion of Branston Community Academy (EXEMPT)	The Committee supported the recommendations in the report and agreed to pass on comments. The recommendations were approved by the Leader of the Council on 23 January 2023.

03 March 2023	
<i>Item</i>	<i>Summary of Outcomes</i>
Lincolnshire Safeguarding Children Partnership (LSCP) Annual Report	The Committee reviewed the annual report and was assured of the work of the Partnership to safeguard and promote the welfare of children in Lincolnshire, and requested a further annual update in April 2024. The Committee explored the impact of the LSCP's training offer for partners, which officers agreed to include more information on in the next annual report, and the school safeguarding assurance return rates.
Proposal for Fulstow Community Primary School to become a voluntary controlled church school (Final Decision)	The Committee supported the recommendation in the report and agreed to pass on comments. The recommendation was approved by the Executive Councillor for Children's Services, Community Safety, Procurement and Migration on 10 March 2023.
Cost of living increase for Foster Carers	The Committee supported the recommendation in the report and agreed to pass on comments. The recommendation was due to be approved by the Executive Councillor for Children's Services, Community Safety, Procurement and Migration between 20 and 31 March 2023.
Lincolnshire School Performance 2021 - 22	The Committee was assured on the outcomes for Lincolnshire schools for the academic year 2021/2022. It was confirmed that the data in the report was now validated and there were no changes to the performance outcomes. The Committee explored what the Council could do to influence the outcomes for academies, and requested more information on whether there was any correlation between the performance at Early Years and areas of deprivation and vulnerable communities.
Service Level Performance against the Corporate Performance Framework 2022-23 - Quarter 3	The Committee was satisfied with the performance of the service level performance measures for Children's Services that were either above or below the target range. The Committee explored the impact of court delays on moving a child from care to an adoptive family and how this was being addressed, and requested more information be included in the next report in relation to the number of 16-17 year old children in care participating in learning and how the targets, which fluctuate each quarter, are set, and a comparison of the children in care figures to all 16-17 year olds participating in learning.

PLANNED WORK

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

21 April 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1.	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.
2.	Social Care Reform Consultation	Carolyn Knight, Head of Service - Quality and Standards and Principal Social Worker	The report will set out the Government's consultation on the 'Children's Social Care: Stable Homes, Built on Love' Implementation Strategy which was launched on 2 February 2023.
3.	Outcomes from the Inspection of the Youth Offending Service by His Majesty's Inspectorate of Probation	Andy Cook, Head of Service - Future4Me/Youth Offending	The report will set out the findings from the inspection of the Council's Youth Offending Service which took place in January 2023.
4.	Sutterton Fourfields Primary School – Two Class Extension and Existing site drainage works (EXEMPT)	Dave Pennington, Head of Property Development	This item is for pre-decision scrutiny prior to a Leader decision between 2 - 5 May 2023.

21 April 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
		Alison Toyne, Project Manager, Corporate Property	
5.	Lincoln St Francis School - Refurbishment and External Works as part of the SEND Building Communities of Specialist Provision Strategy (EXEMPT)	Eileen McMorrow, Programme Manager SEND Strategy Teri Marshall, Senior Project Manager – Corporate Property	This item is for pre-decision scrutiny prior to a Leader decision between 2 - 5 May 2023.

16 June 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1.	Gosberton House Academy - New Block Extension and External Works as part of the SEND Building Communities of Specialist Provision Strategy (EXEMPT)	Eileen McMorrow, Programme Manager SEND Strategy Teri Marshall, Senior Project Manager – Corporate Property	This item is for pre-decision scrutiny prior to a Leader decision between 26 - 30 June 2023.

21 July 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1.	Service Level Performance Reporting against the Success Framework 2022-23 – Quarter 4	Jo Kavanagh, Assistant Director – Early Help	This is the quarterly performance report.
2.	Holbeach William Stukeley Primary School – Single class extension, hall and staffroom extension (EXEMPT)	Dave Pennington, Head of Property Development Alison Toyne, Project Manager, Corporate Property	This item is for pre-decision scrutiny prior to a Leader decision between 26 – 31 July 2023.

08 September 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1.	Service Level Performance Reporting against the Success Framework 2023-24 – Quarter 1	Jo Kavanagh, Assistant Director – Early Help	This is the quarterly performance report.

20 October 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1.	Update on the Building Communities of Specialist Provision Strategy	Sheridan Dodsworth, Head of Special Educational Needs and Disability Eileen McMorow, Programme Manager, Special Schools Strategy Dave Pennington, Head of Property Development	This is the yearly update and will consider the progress made in Year 5 of implementation of the Strategy to enable all special schools to cater for all needs.
2.	Children's Services Annual Statutory Complaints Report 2022-23	Jo Kavanagh, Assistant Director - Early Help	This is an annual report which sets out the complaints received by Children's Services in relation to Children's Social Care.

01 December 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1.	Service Level Performance Reporting against the Success Framework 2023-24 – Quarter 2	Jo Kavanagh, Assistant Director – Early Help	This is the quarterly performance report.

Items to be scheduled

- Review of Children and Young People Mental Health Services
- Children in Care Transformation Programme Update

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE

ACTIVITY

Since its last report to the Board, the Committee has met on 31 January and 21 March 2023. 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 December 2022:

31 January 2023		
	<i>Item</i>	<i>Summary of Outcomes</i>
1.	Revenue and Capital Budget Proposals 2023/24	The Committee supported the budget proposals for Public Protection and Communities Services for 2023/24 and agreed to pass on comments to the Executive for consideration at its meeting on 7 February 2023. Members explored in detail the financial risks facing all services and in particular those cost pressures pertinent to the Lincolnshire Fire and Rescue Service and Citizens Advice Lincolnshire. Assurances on mitigations were offered by Officers and Members were satisfied that despite increased costs and inflation rates, the services needs were being met and projects were not being delayed or deferred due to cost pressures.
2.	HMICFRS update for Lincolnshire Fire and Rescue	<p>This report provided the Committee with an update on the response to the Inspection Outcomes from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in December 2021.</p> <p>The report highlighted that since the inspection:</p> <ul style="list-style-type: none"> • there had been an increase in the number of qualified, highly trained inspectors and a clearly defined development pathway for those individuals had been identified; • there had been a change to the quality assurance guidelines to ensure that all fire safety education was risk assessed and quality assured; • action had been taken to ensure fairness and promote diversity which had included the development of a face to face training package which had been delivered to all staff in 2022, and that further training around specialist areas of equality, diversity and inclusion (EDI) would be rolled out on a

		<p>needs basis in 2023;</p> <ul style="list-style-type: none"> • assurance was provided that complaints of unfair behaviour were always investigated thoroughly; • there was sufficient resource within the full-time operational staff team, but recruitment and retention challenges for on-call team operational staff was ongoing. <p>Members requested that feedback from the staff survey be reported to a future meeting of the Committee as a standalone item.</p>
3.	Trading Standards Food Standards Enforcement 2021- 2022	<p>The report provided the Committee with a review of the delivery of food standards enforcement undertaken by Lincolnshire County Council Trading Standards in 2021-2022.</p> <p>Points that emerged in discussion/debate:</p> <ul style="list-style-type: none"> • the number of food inspections had reduced, however this was partly due to having several officers in training to become inspectors which was having an impact on available resources; • assurance was provided that all registered food businesses would receive notification of food safety requirements, including hygiene and labelling, upon registering; • assurance was provided that trading standards teams worked with businesses to enforce standards in relation to clear and correct labelling on food products; • any non-compliance where the supplier or manufacturer originated out of County would be referred back with the results of any sampling carried out; and • when necessary, Trading Standards Officers provided intelligence to other organisations, such as Crime Stoppers.
4.	Resettlement Schemes and Asylum Dispersal in Lincolnshire	<p>The report provided with an overview of refugee schemes and asylum dispersal, the national position and the response by Lincolnshire organisations to national policy decisions.</p> <p>Points that emerged in discussion/debate:</p> <ul style="list-style-type: none"> • funding to support with the Homes for Ukraine scheme had provided the opportunity to recruit staff to support in meeting the increase in workload which included a permanent role within the Public Health team with a focus on monitoring work to support re-settlement schemes in a broader sense; • the Council was in receipt of grant funding for

		<p>education provision for Afghan schemes;</p> <ul style="list-style-type: none"> • a need for more timely communication between Serco and local authorities in the coordination of services for new arrivals to hotels had been acknowledged by Robert Jenrick, MP and work had been carried out to address issues raised which would enable more efficient communication in future; • the Government was looking for available housing with the aim of moving asylum seekers out of hotels and into alternative suitable accommodation; and • the benefits of working in partnership with other organisations across the East Midlands to establish support for asylum seekers was highlighted, for example having set up volunteer opportunities for individuals which provided much needed social interaction.
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
5.	Safer Lincolnshire Partnership Update	<p>The Committee received an update on the strategic activity of the Safer Lincolnshire Partnership (SLP) over the last year. Points that emerged in discussion/debate:</p> <ul style="list-style-type: none"> • assurance was sought that there would be no delay in notifying, reviewing or information sharing to the SLP of new homicide cases as a result of the delegation of Domestic Homicide Reviews to the Lincolnshire Domestic Abuse Partnership; • a need for MPs to lobby for more police funding in Lincolnshire was emphasised. The Committee was reassured that the Chief Constable for Lincolnshire Police was holding regular meetings with MPs, and the Police and Crime Commissioner had lobbied government for further funding; • concerns were raised over reports of the proposed cuts to PCSOs in Lincolnshire and the impact the lack of support would have on communities. The Committee requested that a letter of support was drafted by the relevant Executive Councillor and co-signed by the Committee in relation to identifying a funding formula that would work.

21 MARCH 2023		
Item		Summary of Outcomes
1.	Service Level Performance Reporting against the Success Framework 2022-2023 – Quarter 3	A verbal update will be provided at the Board’s meeting.
2.	Road Safety Partnership Annual Report	
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
3.	Drug and Alcohol Core Priority Group Report	A verbal update will be provided at the Board’s meeting.

PLANNED WORK

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

9 MAY 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1	Citizen’s Advice Annual Report	Monica Stark, Chair CA Lincs Jenny Barnett, CEO CA Lincs	This is an annual report on Citizen’s Advice.
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE			
2	Prevent - Annual Report	Clare Newborn, Head of Community Safety Service Richard Clare, Strategic Prevent Lead, Safer Communities	This is an annual report on the Prevent Programme.

20 JUNE 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1	Lincolnshire Fire and Rescue Service (FRS) - Equality Diversity and Inclusivity – Feedback & Key Findings from Staff Survey	Mark Baxter, Chief Fire Officer Ryan Stacey, Assistant Chief Fire Officer	This report is on the key findings from the survey that was carried out as a result of the HMICFRS inspection.

20 JUNE 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
2	Fire and Rescue Statement of Assurance 2022-23	Mark Baxter, Chief Fire Officer	This is an annual report from the FRS on systems and measures in place with respect to financial governance and operational matters for the period 1 April 2022 to 31 March 2023 and whether these were fit for purpose and effective.
3	Voluntary Sector (VS) – Annual Position Report	Lee Sirdifield, Assistant Director – Corporate Ben Rollett, Chief Executive, Voluntary Centre Services	This report provides the Committee with an annual overview of the activities and projects delivered by the VS.
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE			
4	Preventing Women and Girls from Entering the Criminal Justice System Strategy	Zoe Walters, Community Safety Strategy Co-Ordinator (Reducing Offending)	This report provides an overview of the activity undertaken in diverting Women and Girls from entering the Criminal Justice System.

25 JULY 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
1	Integrated Risk Management Plan 2020-2024 – Yearly Update	Mark Baxter, Chief Fire Officer	This report provides the Committee with an annual progress report on the Integrated Risk Management Plan 2020-2024.

25 JULY 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
2	Service Level Performance Reporting against the Success Framework 2022-2023 – Quarter 4	Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager	This is the quarterly performance report.
3	Performance of the Library Service Contract - 7 Year Review Report [Libraries Year 7 Update (2022-23)- Progress and Developments]	Louise Egan, Library & Heritage Client Lead	This is the yearly performance report on the Library Service contract and will cover Year 7 of the contract.
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE			
4	Anti-Social Behaviour (including Community Trigger Strategy)	Lisa Duckworth, Community Safety Strategy Co-ordinator (Anti-Social Behaviour)	This report provides an overview of activity to tackle anti-social behaviour and makes reference to the use and effect of the Community Trigger Strategy by the public.
Briefing Reports / Information Only			
5	Refugee Resettlement and Asylum Dispersal Arrangements - 6 Monthly Update	Lauren Grosvenor, Programme Manager, Public Health	This is a 6-monthly update briefing report which provides the Committee with an overview of refugee schemes and asylum dispersal, the national position and the response by Lincolnshire organisations to national policy decisions.

19 SEPTEMBER 2023		
<i>Item</i>	<i>Contributor</i>	<i>Notes</i>
1 Service Level Performance Reporting against the Success Framework 2023-2024 – Quarter 1	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 the quarterly performance report.
2 Celebratory Services Annual Report	James Chapple, Head of Registration and Coroners Services	This is an annual report on Celebratory Services.
3 Coroners Service Annual Update Report	Paul Smith, Senior Coroner for Lincolnshire	This is an annual report on the Coroners Service.
4 Outcomes of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services Inspection of Lincolnshire Fire and Rescue Service	Mark Baxter, Chief Fire Officer	This report will set out the outcomes from the HMICFRS inspection of LFRS.
5 Community Risk Management Plan 2024-28 - Pre-consultation	Mark Baxter, Chief Fire Officer	This report will set out the proposed Community Risk Management Plan for 2024-28.
6 Trading Standards, Impacts and Outcomes Framework – Annual Report	Mark Keal, Head of Trading Standards	This is an annual report on the Trading Standards' regulatory services.
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE		
7 Stay Safe Partnership Annual Update Report	Clare Newborn, Community Safety Manager Kathryn Smith, Community Safety Strategy Coordinator (Preventative Education)	This is the annual report from the Stay Safe Partnership.

31 OCTOBER 2023			
Item		Contributor	Notes
1	Citizen’s Advice Lincolnshire (CAL) Grant Funding Agreement	Semantha Neal Assistant Director, Prevention & Early Intervention	This report provides an overview of the negotiations, procurement process and commissioning arrangements for CAL.
2	FRS Attendance at Flooding Incidents - Annual Report on Performance	Mark Baxter, Chief Fire Officer	This is an annual performance report on a non-statutory function of the FRS.
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE			
3	Safer Lincolnshire Partnership – Fraud Update Report	Vicky Salmon, Community Safety Strategy Co-ordinator	This is a position report that gives an overview of the activity undertaken by the SLP to tackle fraud.
4	Safer Together Partnership – Update Report	Clare Newborn, Community Safety Manager	This is an update on the Safer Together Partnership.

12 DECEMBER 2023			
Item		Contributor	Notes
1	Service Level Performance Reporting against the Success Framework 2023-2024 – Quarter 2	Martyn Parker, Assistant Director - Public Protection Nicole Hilton, Assistant Director - Communities Lee Sirdifield, Assistant Director - Corporate Mark Baxter, Chief Fire Officer Steven Batchelor, Lincolnshire Road Safety Partnership Senior Manager	This is the quarterly performance report.

12 DECEMBER 2023			
<i>Item</i>		<i>Contributor</i>	<i>Notes</i>
2	Multiply - Numeracy Programme Update – Year 2	Thea Croxall, Adult Learning & Skills Manager – Economic Development	This report is an overview of the year 2 outcomes of the Multiply - Numeracy Programme.
SITTING AS THE CRIME AND DISORDER SCRUTINY COMMITTEE			
3	Domestic Abuse Strategy (DAS) – Update Report 2023	Jade Thursby, Domestic Abuse Business Manager	This report updates the Committee on the delivery and outcomes of the DAS.
4	Serious Violence in Lincolnshire - A Partnership Response – Position Report	Jade Thursby, Domestic Abuse Business Manager Angela Nauth, Community Safety Strategy Coordinator (Serious Violence)	This is a position report on the efforts of the partnership to disrupt and tackle serious violence in Lincolnshire.

Potential Items to be Scheduled

- Community Safety and Public Trust in Police
- The use of CCTV in tackling criminal activity
- Revenue and Capital Budget Proposals 2024-25 (Pre-Decision Scrutiny- Executive TBC)
- SLP Annual Report Update Jan 2024



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

Report to:	Overview and Scrutiny Management Board
Date:	30 March 2023
Subject:	Overview and Scrutiny Management Board Work Programme

Summary:

This item informs the Board of its current work programme for 2023.

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 2023, 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 Key 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)

30 March 2023			
Item		Contributor	Purpose
1.	Transformation Programme Update	Clare Rowley, Head of Transformation Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance	Performance Scrutiny
2.	Property Services Contract Year 7 Report and Interim for Year 8	Stuart Wright, Contract Manager - Corporate Property	Performance Scrutiny
3.	Update on IMT Services - Project Portfolio	Donna Fryer, Head of Portfolio and Resources	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.	Refresh of the Corporate Plan	Matthew Garrard, Head of Policy	Pre-Decision Scrutiny (Council Decision on 19 May 2023)
2.	Performance of the Corporate Support Services Contract	Sophie Reeve, Assistant Director – Commercial Arnd Hobohm, Serco Contract Manager	Performance Scrutiny
3.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> Environment and Economy Scrutiny Committee Highways and Transport Scrutiny Committee 	Cllr Ian Carrington, Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes, Chairman of Highways and Transport Scrutiny Committee	Performance Scrutiny

25 May 2023			
Item		Contributor	Purpose
1.	People Management Update - Quarter 4	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
2.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> Adults and Community Wellbeing Scrutiny Committee Health Scrutiny Committee 	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

29 June 2023			
Item		Contributor	Purpose
1.	Corporate Plan Success Framework 2022/23 – Quarter 4	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on 4 July 2023)
2.	Business World ERP System Re-Design – Progress Report	Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance Louisa Harvey, Interim Head of Corporate Systems Sadie Rossington, Senior Project Officer	Performance Scrutiny
3.	Review of Financial Performance 2022/23	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 4 July 2023)
4.	Treasury Management Annual Report 2022/23	Karen Tonge, Treasury Manager Chris Scott, Link Asset Services	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

24 August 2023			
Item		Contributor	Purpose
1.	Corporate Plan Success Framework 2023/24 – Quarter 1	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on 5 September 2023)
2.	People Management Update - Quarter 1	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
3.	Revenue Budget Monitoring Report 2023/24 – Quarter 1 to 30 June 2023	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 5 September 2023)
4.	Capital Budget Monitoring Report 2023/24 – Quarter 1	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 5 September 2023)
5.	Overview and Scrutiny Annual Report 2022-23	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Performance Scrutiny
6.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee • Flood and Water Management Scrutiny Committee 	Cllr Ian Carrington, Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes, Chairman of Highways and Transport Scrutiny Committee Cllr Robert Reid, Chairman of Flood and Water Management Scrutiny Committee	Performance Scrutiny

28 September 2023			
Item		Contributor	Purpose
1.	Transformation Programme Update (with a focussed overview on Smarter Working)	<p>Clare Rowley, Head of Transformation</p> <p>Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance</p> <p>Karen Cassar, Assistant Director – Highways</p> <p>Tony Kavanagh, Assistant Director – Human Resources and Organisational Support</p> <p>Jayne Sowerby-Warrington, Assistant Director - Corporate Property</p>	Performance Scrutiny
2.	Update on IMT Services - Project Portfolio	Donna Fryer, Head of Portfolio and Resources	Performance Scrutiny
3.	Treasury Management Performance 2023/24 - Quarter 1 to 30 June 2023	Karen Tonge, Treasury Manager	Performance Scrutiny
4.	<p>Overview and Scrutiny Work Programmes</p> <ul style="list-style-type: none"> Adults and Community Wellbeing Scrutiny Committee Health Scrutiny Committee 	<p>Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee</p> <p>Cllr Carl Macey, Chairman of Health Scrutiny Committee</p>	Performance Scrutiny

26 October 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.	Health and Safety Annual Report 2022/23	Fraser Shooter, Health and Safety Team Leader	Performance Scrutiny
3.	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

23 November 2023			
Item		Contributor	Purpose
1.	Corporate Plan Success Framework 2023/24 – Quarter 2	Caroline Jackson, Head of Corporate Performance	Pre-Decision Scrutiny (Executive decision on 5 December 2023)
2.	Draft Infrastructure Funding Statement 2022/23	Brendan Gallagher, Principal Planning Officer – Infrastructure	Pre-Decision Scrutiny (Leader decision TBC)
3.	People Management Update - Quarter 2	Tony Kavanagh, Assistant Director – HR and Organisational Support	Performance Scrutiny
4.	Revenue Budget Monitoring Report 2023/24 – Quarter 2 to 30 September 2023	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 5 December 2023)

23 November 2023			
Item		Contributor	Purpose
5.	Capital Budget Monitoring Report 2023/24 – Quarter 2 to 30 September 2023	Michelle Grady, Assistant Director - Finance	Pre-Decision Scrutiny (Executive decision on 5 December 2023)
6.	Treasury Management Performance 2023/24 - Quarter 2 to 30 September 2023	Karen Tonge, Treasury Manager	Performance Scrutiny
7.	Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee 	Cllr Ian Carrington, Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes, Chairman of Highways and Transport Scrutiny Committee	Performance Scrutiny

14 December 2023			
Item		Contributor	Purpose
1.	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

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 APRIL 2023

PUBLISH DATE 3 MARCH 2023

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
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 12 Apr 2023 and 19 Apr 2023 Between 12 Apr 2023 and 19 Apr 2023	Adults and Community Wellbeing Scrutiny Committee	Reports	Senior Project Manager - Corporate Property E-mail: emma.rowitt@lincolnshire.gov.uk	Market Rasen Wolds
I029213 New!	Sutterton Fourfields Primary School - Two Class Extension and Existing Site Drainage Works	Exempt	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Between 2 May 2023 and 5 May 2023	Children and Young People Scrutiny Committee	Reports	Head of Property Development E-mail: dave.pennington@lincolnshire.gov.uk	Boston Rural

I028647	Lincoln St Francis School - Refurbishment and External Works as part of the SEND Building Communities of Specialist Provision Strategy	Exempt	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Between 2 May 2023 and 5 May 2023	Children and Young People Scrutiny Committee	Reports	Head of Property Development E-mail: dave.pennington@lincolnshie.gov.uk	
I028835	Procurement of Integrated Sexual Health Service	Open	Executive 3 May 2023	Adult Care and Communities Scrutiny Committee	Reports	Consultant in Public Health E-mail: lucy.gavens@lincolnshire.gov.uk	All Divisions
I027898	Levelling Up Fund Project - A16 Improvement Corridor - Springfields and Greencell Roundabouts	Open	Executive Councillor: Highways, Transport and IT Between 30 May 2023 and 2 Jun 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
I027897	Grantham Future High Street Fund - Station Approach	Open	Executive Councillor: Highways, Transport and IT Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Between 30 May 2023 and 2 Jun 2023 Between 30 May 2023 and 2 Jun 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

I028654	Gosberton House Academy - New Block Extension and External Works as part of the SEND Building Communities of Specialist Provision Strategy	Exempt	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Between 26 Jun 2023 and 30 Jun 2023	Children and Young People Scrutiny Committee	Reports	Head of Property Development E-mail: dave.pennington@lincolnshire.gov.uk	
I026273	Langrick Road, Boston - Extra Care Housing and Working Aged Adults Accommodation	Open	Executive 4 Jul 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
I029284 New!	Substance Misuse Recommissioning	Open	Executive 4 Jul 2023	To be considered by the Adults and Communities Scrutiny Committee.	Reports	Senior Commercial and Procurement Officer Tel: 07876545811 Email: reena.fehnert@lincolnshire.gov.uk	All divisions
I029250 New!	Winter Service Plan 2023	Open	Executive Councillor: Highways, Transport and IT Between 24 Jul 2023 and 31 Jul 2023	Place DLT Highways and Transport Scrutiny Committee (17 July 2023)	Reports	Head of Highways, Client and Contract Management E-mail: jonathan.evans@lincolnshire.gov.uk	All Divisions
I029262 New!	Holbeach William Stukeley Primary School - Single Class Extension, Hall and Staffroom Extension	Exempt	Leader of the Council (Executive Councillor: Resources, Communications and Commissioning) Between 26 Jul 2023 and 31 Jul 2023	Children and Young People Scrutiny Committee (21 July 2023)	Reports	Head of Property Development E-mail: dave.pennington@lincolnshire.gov.uk	Holbeach
I029251 New!	Highway Works, Professional Services and Traffic Signals Contract Extension	Open	Executive Councillor: Highways, Transport and IT Between 18 Sep 2023 and 25 Sep 2023	Place DLT Highways and Transport Scrutiny Committee (11 September 2023)	Reports	Head of Highways, Client and Contract Management E-mail: jonathan.evans@lincolnshire.gov.uk	All Divisions

I029285 New!	North Hykeham Relief Road - Planning Application	Open	Executive 3 Oct 2023	Local Councillors and appropriate statutory bodies Highways and Transport Scrutiny Committee	Reports	Head of Highways Infrastructure E-mail: Sam.edwards@lincolnshire.gov.uk	Eagle and Hykeham West
I029249 New!	Highways Infrastructure Asset Management Plan 2023	Open	Executive Councillor: Highways, Transport and IT Between 30 Oct 2023 and 6 Nov 2023	Place LT Highways and Transport Scrutiny Committee (23 October 2023)	Reports		All Divisions
I029248 New!	Highways Infrastructure Asset Management Policy	Open	Executive Councillor: Highways, Transport and IT Between 30 Oct 2023 and 6 Nov 2023	Place DLT Highways and Transport Scrutiny Committee (23 October 2023)	Reports	Head of Highways, Client and Contract Management E-mail: jonathan.evans@lincolnshire.gov.uk	All Divisions

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