



**OVERVIEW AND SCRUTINY
MANAGEMENT BOARD
29 AUGUST 2019**

PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)

Councillors R Wootten (Vice-Chairman), B Adams, Mrs W Bowkett, Mrs J Brockway, C S Macey, N H Pepper and Mrs A M Newton

Added Members

Church Representatives: Mr S C Rudman

Councillors: M J Hill OBE, M A Whittington and B Young attended the meeting as observers

Officers in attendance:-

Debbie Barnes OBE (Head of Paid Service), James Drury (Executive Director Commercial), Kevin Hales (Operations Manager - Serco), Arnd Hobohm (Serco Contract Manager), Tracy Johnson (Senior Scrutiny Officer), Jasmine Sodhi (Performance and Equalities Manager), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), John Wickens (Interim Assistant Director – IMT), and Emily Wilcox (Democratic Services Officer)

24 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor C E H Marfleet, Councillor Mrs K Cook, Councillor E W Strengeiel and Patricia Barnett (Parent Governor Representative).

It was reported that, under the Local Government (Committee and Political Groups) Regulations 1990, Councillor Mrs A M Newton had been appointed as replacement member for Councillor Mrs K Cook, for this meeting only.

25 DECLARATIONS OF INTEREST

There were no declarations of interest.

26 MINUTES OF THE MEETING HELD ON 27 JUNE 2019

RESOLVED:

That minutes of the meeting held on 27 June 2019 be approved as a correct record and signed by the Chairman.

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FOR RESOURCES AND COMMUNICATIONS AND CHIEF OFFICERS**

The Chairman announced that he had attended the meeting of the Executive on the 9 July 2019 to present the Board's comments on the Review of Financial Performance 2018/19 and the Performance against the Council Business Plan – Quarter 4. The Chairman had also presented the Adults and Community Wellbeing Scrutiny Committee comments on Extra Care Housing and the Children and Young People Scrutiny Committee comments on the Commissioning Arrangements for Child and Adolescent Mental Health Services.

The Chairman informed the Board that the East Midlands Councils Scrutiny Conference would take place on the 4 October 2019, and encouraged members and officers to attend.

28 CONSIDERATION OF CALL-INS

None were received.

29 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

None were received.

**30 PERFORMANCE REPORTING AGAINST THE COUNCIL BUSINESS
PLAN 2019/20 QUARTER 1**

Consideration was given to a report by the Performance and Equalities Manager, which invited the Board to consider a report on the 2019/20 Council Business Plan Quarter 1 performance which would be presented to the Executive on the 3 September 2019.

Members were reminded that the agreed changes to reporting against the Council Business Plan to scrutiny committees had now come into effect, and the Board would now scrutinise all performance indicators in the Council Business Plan that were not meeting the target or showed a downward trend; and recommend to the relevant scrutiny committees to look at any areas of serious concern.

The Performance and Equalities Manager provided a summary of the performance of the 14 commissioning strategies reported in Quarter 1.

Members were advised of the proposed changes to reporting performance against the Council Business Plan, and that following consultation with the Executive Councillors the changes had been made to the infographics.

Members were invited to ask questions, in which the following points were noted:

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Proposed Changes to reporting performance against the Council Business Plan 2019/2020 and Data expected in Quarter 1 but not available

In relation to the proposed changes to performance reporting outlined in section 3 of the report, clarity was provided regarding why some of the targets had been amended:

- Reported incidents of domestic abuse (Measure 7) – it was confirmed that the service area aimed to reduce the number of incidents by 2%. Now that the final outturn had been reported, the target had been amended to reflect the 2% reduction.
- Adults who receive a direct payment (Measure 63) – it was confirmed that the previous target of 40% was not realistic and was therefore being replaced by a more realistic and attainable target of 33.5%.
- Sickness Absence (Measure 92) – Councillor Barry Young, Executive Councillor for Community Safety and People Management, confirmed that the target of 7.5 days per FTE had not yet been agreed and consideration was currently being given to having different targets for different areas.

In relation to the data expected in Quarter 1 but not available, as outlined in section 4 of the report, it was clarified that the data for 'Reduce Carbon Emissions' (Measure 74) and 'Lincolnshire CO² reductions' (Measure 75) would always be reported in Quarter 2 rather than Quarter 1 each year due to the timing and availability of the data. However, the data for 'Adults aged 16-64 with a mental health problem living independently' (Measure 117) should be reported in Quarter 1 next year.

Appendix A – Summary of those measures where services have highlighted success in Quarter 1

- 16-17 year old Looked After Children participating in learning (Measure 45) – in response to a query about what happened to those not in learning and how many went on to tertiary education, it was confirmed that eight Looked After Children had received the grades necessary to go onto tertiary education this year. With regards to those 16-17 year old Looked After Children not in learning, it was highlighted that a Virtual School Case Worker and a Leaving Care Worker from Barnardo's would work with the young person to try to encourage them into employment with training or to partake in some form of training.

Appendix B – Summary of those measures where the target was not achieved in Quarter 1

- Visits to core libraries and mobile library services (Measure 36) – it was confirmed that funding was in place to address the IT issues and that the implementation of the IT upgrade was imminent. It was also highlighted that a change in people's behaviour and usage of libraries would also be contributing to the number of visits being below target. The Executive Director – Commercial agreed to circulate information on the expected date of completion of the IT work.

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- Household waste recycled (Measure 78) – it was highlighted that the lack of compatibility between the district councils was also an issue that would affect this measure. It was agreed that a note should be sent to the Lincolnshire Waste Partnership to highlight the data received by the Board regarding this measure and that the issue of compatibility between the district councils may be contributing to the level of performance.
- Adults reoffending (Measure 14) – The Board agreed to refer this measure to the Public Protection and Communities Scrutiny Committee for a more in depth analysis of the information provided. The Board requested that further information on the following be provided:
 - Prevalence of the different types of offences – breakdown of figures from less serious to more serious offences.
 - Age profile of offenders – which age cohort were more likely to commit offences.
 - Prison rehabilitation – how many offenders had been sent to prison and received rehabilitation, and what did the rehabilitation involve.
- People successfully supported to quit smoking (Measure 111) – it was highlighted that recent reports suggested that vaping was also dangerous, but there was a public perception that it was seen to be safer. The Board agreed to send a note to the Director of Public Health highlighting its concerns around the potential dangers of vaping.

General Comment

- In response to a query about whether seasonal variations affected the performance of some of the measures, the Board suggested that a breakdown should be provided in future reports for those measures where there was a significant difference between quarters due to seasonal differences.
- It was clarified that employees who were leaving the organisation were given the opportunity to participate in an Exit Interview.
- It was noted that managers were required to carry out return to work interviews with employees following any sickness absence, and that this data was monitored to ensure that the correct procedures were being followed by managers.

The Board agreed to support the recommendations to the Executive, as set out in the report.

RESOLVED:

1. That Adults Reoffending 'Measure 14' be referred to the Public Protection and Communities Scrutiny Committee for a more in depth analysis of the information provided;
2. That the recommendations to the Executive, as set out in the report, be supported;
3. That a summary of the comments made above be passed onto the Executive as part of its consideration of this item.

31 PERFORMANCE OF THE CORPORATE SUPPORT SERVICES CONTRACT

Consideration was given to a report by the Serco Contract Manager, which provided an update of Serco's performance against contractual Key Performance Indicators (KPI's) specified in the Corporate Support Services Contract between April and July 2019.

The Serco Contract Manager also highlighted the KPI's which had been granted mitigation during the reporting period.

Members were informed that the KPI performance across all service areas had remained strong, with no KPI failures within the reporting period.

Members were invited to ask questions on the Performance of the Corporate Support Services Contract, in which the following points were noted:

- ACF_KPI_03 ('% of new, and change of circumstance, financial assessments for non-residential care completed within 15 Business Days of referral from the Council') has been in long-term mitigation. The Target Service Level for this KPI is 75%, and the achieved percentages from April – June ranged from 58.53% – 70.71%.
- Officers confirmed that work was actively underway with Serco to improve the performance of financial assessments, which would tie in with the Council's current review of the financial assessment policy.
- The consequence of not completing timely financial assessments for non-residential care could mean that an individual may begin receiving care with limited knowledge of what financial contribution they would eventually need to make.
- The Head of Operations (Serco) clarified that financial assessments for residential care had a much higher performance rate for completion within the required timeframe compared to non-residential assessments.

Members were referred to Appendix A of the report, which set out the top 20 priority IMT projects for review by the Board.

The Interim Assistant Director - IMT provided the Board with a summary of each of the projects and how they were progressing. It was noted that the majority of projects were on track to complete by their set deadlines.

Officers were pleased to report that there had been good progress made since March 2019, which could be demonstrated through the number of completed projects.

Members were invited to ask questions, in which the following points were noted:

- It was clarified that all technical and property work at the new South Park Fire and Rescue centre had now been completed. However, a drainage issue in the car park had meant that the Police could not occupy the building and therefore the move had been delayed by around three weeks.

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- Members were informed that the Windows 10 Corporate Refresh Phase 2 was progressing well, with over two thirds of employees already having received new devices. The project was on track to complete within the set deadline.
- It was noted that the Executive Director – Commercial had been updating Members via email on the progress of the Council's new Corporate Website. Members would be invited to a viewing of the updated website following the Council meeting on the 13 September 2019.
- The implementation of corporate capability to take card payments had now been completed. It was noted the project had been delayed as a result of business and commercial reasons rather than technical reasons. There had also been additional complications in that the card payments needed to be integrated into the systems that the registrars were using.
- Officers reported that they had reduced the level of technical debt within IMT which had allowed the programme of works to progress into real time working and reduce the associated risks.
- The lifecycle refresh was expected to be completed by March 2020.
- It was explained that some old IT devices were set up on old servers which was described as 'unsupported technology' and not fit for purpose.

RESOLVED:

1. That assurance was sought by the Board about the performance of the Corporate Support Services Contract;
2. That the Board was satisfied with the performance of the 20 priority IMT projects.

32 PROPOSED TERMS OF REFERENCE FOR REVIEW OF OVERVIEW AND SCRUTINY

Consideration was given to a report by the Head of Democratic Services and Statutory Scrutiny Officer, which invited the Board to approve a scrutiny review into the Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities, and its implications for Lincolnshire County Council.

Members were reminded that Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities had been issued by the Ministry of Housing, Communities and Local Government in May 2019.

Given the publication of the statutory guidance, it was considered appropriate to undertake a review of overview and scrutiny and it was proposed to assign this review to Scrutiny Panel B.

The Board was invited to approve the terms of reference and completion dates for the review of overview and scrutiny by Scrutiny Panel B, as set out in Appendix A to the report.

It was proposed that the terms of reference be amended to reflect an Executive Councillor being included as a 'non-voting added member' rather than an 'advisor'.

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Members supported the review of Overview and Scrutiny by Scrutiny Panel B and the proposed terms of reference.

RESOVLED:

1. That the review of Scrutiny Panel B of the Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities, as well as the Council's existing overview and scrutiny arrangements which were introduced in May 2017, be approved;
2. That the review be titled 'Review of Overview and Scrutiny';
3. That the terms of reference, lines of enquiry, exclusions and completion date of the review, as set out in Appendix A to the report, be approved, subject to the amendment of the Executive Councillor as an 'advisor' to a 'non-voting added member';
4. That an Executive Councillor be nominated as a non-voting added member to the Scrutiny Panel B for this review;
5. That an interim report from Scrutiny Panel B be received at the meeting of the Board scheduled for 19 December 2019.

33 SCRUTINY COMMITTEE WORK PROGRAMMES

Members were informed that at their meeting held on the 4 July 2019, the Adults and Community Wellbeing Scrutiny Committee had discussed the concerns raised by the Board that the indicator defined as '*enquiries where the source of risk is a service provider*' was a national indicator and should not be replaced by the new indicator: *concerns that lead to a safeguarding enquiry*.

The Scrutiny Committee accepted the rationale that the new indicator defined as '*concerns that lead to a safeguarding enquiry*' provided a better standalone measure of the level and consistency of understanding of safeguarding responsibilities and processes across the system. The Adults and Community Wellbeing Scrutiny Committee concluded with a recommendation that only this indicator should continue to be presented in the Council Business Plan and provided this advice to the Executive.

The Chairman of the Health Scrutiny Committee for Lincolnshire outlined the recent work undertaken by the committee, which included the following:

- The Committee was seeking further details on the plans for Pilgrim Hospital following the announcement of an allocation of capital funding for the hospital.
- On 10 July 2019, the Committee had considered the consultation on the proposed closure of the Skellingthorpe Branch Surgery. The Chairman had sent a letter on behalf of the Committee which stressed the importance of discussions taking place between the Clinical Commissioning Group (CCG) and Skellingthorpe Parish Council on the possibility of providing some form of volunteer driver scheme and/or minibus scheme, which would help residents from Skellingthorpe without transport to get to appointments in Saxilby. The

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outcome of the decision would be reported to the Committee at its meeting on the 18 September 2019.

- The Committee was next due to consider non-emergency patient transport in December 2019. The Committee had previously recorded a vote of no confidence in Thames Ambulance Service Ltd, the existing provider, and has urged Lincolnshire West CCG, the lead commissioner, to terminate the contract at the most appropriate opportunity.

Members were invited to ask questions, in which the following points were noted:

- It was clarified that the Committee was pushing for a transport service to be implemented should the Skellingthorpe Branch Service be closed, but this would ultimately need to be organised by the CCG in conjunction with the Parish Council.
- The Committee was closely monitoring the issue of non-emergency patient transport and the Committee felt that there was no consistency in the service. It was felt that the level of risk would not increase through the move to a new provider.
- In relation to the issue of non-emergency patient transport, officers had been engaged in early discussions with the CCG in which it had been suggested that spreading the risk through a number of providers would be a more strategic approach, along with looking at ways in which the CCG could move forward to provide greater efficiencies and a better service.

RESOLVED:

That the Board was satisfied with the future work programmes of the Adults and Community Wellbeing Scrutiny Committee and the Health Scrutiny Committee for Lincolnshire.

34 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

The Head of Democratic Services and Statutory Scrutiny Officer presented the Board's prospective work programme.

Members were advised that the reports on Revenue and Capital Budget monitoring report 2019/20 that were scheduled for September 2019 and January 2020 would now be reported as two separate reports on revenue and capital.

It was noted that a report on the council's Financial Strategy would also be reported to the meeting of the Board scheduled for 30 January 2019.

RESOLVED:

That the work programme be agreed.

The meeting closed at 12.15 pm