

County Offices
Newland
Lincoln
LN1 1YL

20 January 2016

Overview and Scrutiny Management Committee

A meeting of the Overview and Scrutiny Management Committee will be held on **Thursday, 28 January 2016 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely



Tony McArdle
Chief Executive

Membership of the Overview and Scrutiny Management Committee (17 Members of the Council and 4 Added Members)

Councillors P J O'Connor (Chairman), Mrs A M Newton (Vice-Chairman), C J T H Brewis, A Bridges, Mrs J Brockway, M Brookes, P M Dilks, R L Foulkes, A G Hagues, R J Hunter-Clarke, A J Jesson, C E H Marfleet, Mrs M J Overton MBE, R B Parker, C L Strange, Mrs C A Talbot and R Wootten

Added Members

Church Representatives: Mr S C Rudman and Mr P Thompson

Parent Governor Representatives: Mr C V Miller and Mrs E Olivier-Townrow

**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE AGENDA
THURSDAY, 28 JANUARY 2016**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declaration of Members' Interest	
3	Minutes of the meeting of the Committee held on 21 December 2015	5 - 14
4	Consideration of Call-Ins <i>(To consider Call-Ins, should any be received)</i>	
5	Proposal for Scrutiny Reviews <i>(To consider proposals for Scrutiny Reviews, should any be received)</i>	
6	Consideration of Councillor Call for Actions <i>(To consider Councillor Call for Actions, should any be received)</i>	
7	Council Budget 2016/17 <i>(To receive a report by David Forbes (County Finance Officer), which invites the Committee to consider the budget proposals, as detailed within the report. Any comments of the Committee will be presented to the Executive on 2 February 2016)</i>	15 - 52
8	Review of Financial Risk Assessment <i>(To consider a report by David Forbes (County Finance Officer), which invites the Committee to consider the risk assessment and any implications for the Council's general reserves)</i>	53 - 64
9	Draft Council Business Plan 2016/17 <i>(To receive a report by Jasmine Sodhi (Performance and Equalities Manager), which invites the Committee to comment on the Draft Council Business Plan 2016/17)</i>	65 - 90
10	South East Lincolnshire Draft Local Plan <i>(To receive a report from Andy Gutherson (County Commissioner for Economy and Place), which updates the Committee on the progress of the South East Lincolnshire Draft Local Plan and its implications for the County Council)</i>	91 - 96
11	Review of Scrutiny <i>(To consider a report by Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), which invites the Committee to note the progress already made on the recommended changes to scrutiny at Lincolnshire County Council and to establish a working group to consider the recommendations in detail)</i>	97 - 102

12 Overview and Scrutiny Work Programme

103 - 128

(To consider a report by Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), which invites the Committee to consider the content of its work programme and the work programmes of the Council's other scrutiny committees)

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

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

Contact details set out above.

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www.lincolnshire.gov.uk/committeerecords



OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE 21 DECEMBER 2015

PRESENT: COUNCILLOR MRS A M NEWTON (VICE-CHAIRMAN IN THE CHAIR)

Councillors C J T H Brewis, A Bridges, Mrs J Brockway, M Brookes, P M Dilks, R L Foulkes, A G Hagues, A J Jesson, C E H Marfleet, Mrs M J Overton MBE, R B Parker, Mrs C A Talbot and R Wootten.

Added Members

Church Representative: Mr S C Rudman.

Parent Governor Representative: Mrs E Olivier-Townrow.

Officers in attendance:-

Simon Evans (Health Scrutiny Officer), Cheryl Hall (Democratic Services Officer), Tracy Johnson (Senior Scrutiny Officer), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and Richard Wills (Executive Director for Environment and Economy).

40 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors R J Hunter-Clarke, P J O'Connor and C L Strange and Added Members Mr C V Miller and Mr P Thompson.

41 DECLARATION OF MEMBERS' INTEREST

No interests were declared.

42 MINUTES OF THE MEETING OF THE COMMITTEE HELD ON 26 NOVEMBER 2015

RESOLVED

That the minutes of the meeting held on 26 November 2015 be approved and signed by the Vice-Chairman as a correct record.

43 CONSIDERATION OF CALL-INS

No call-ins had been received.

**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
21 DECEMBER 2015**44 PROPOSAL FOR SCRUTINY REVIEWS

There were no proposals for scrutiny reviews.

45 CONSIDERATION OF COUNCILLOR CALL FOR ACTIONS

No Councillor Call for Actions had been received.

46 REVIEW OF SCRUTINY

Consideration was given to a report by Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), which provided an opportunity for the Committee to consider an independent report arising out of a review of the Council's scrutiny arrangements.

Members were reminded that at the meeting of County Council on 18 December 2015, the results of a review of the Council's scrutiny arrangements, carried out by East Midlands Councils, had been considered. The review, which had been undertaken by Dr Stuart Young (Executive Director of East Midlands Councils), had included informal discussions with councillors and officers, first hand observations at scrutiny meetings and research into good practice elsewhere. Dr Young's final report, which contained 17 recommendations, was attached at Appendix 1 to the Committee's report.

The Head of Democratic Services and Statutory Scrutiny Officer advised the Committee that following a debate, the Council resolved that the recommendations contained within the report be endorsed and invited the Overview and Scrutiny Management Committee to oversee the implementation of Recommendations 1-15 with immediate effect. It was also agreed that in relation to Recommendation 15 in the independent report, the Council transfers responsibility for the scrutiny of the Council's budget and performance from the Value for Money Scrutiny Committee to the Overview and Scrutiny Management Committee. The Council also supported a revision of the governance structure for scrutiny, and invited the Overview and Scrutiny Management Committee to review structural options and to make a recommendation to Council at a future meeting based on the '5+1 Model', which should be implemented in time for the 2017 County Council Elections.

The Head of Democratic Services and Statutory Scrutiny Officer presented and sought comments on Recommendations 1-15, as follows: -

Recommendation 1 – Feedback from the Executive to Overview and Scrutiny Committees

The Committee reiterated its support for this recommendation and recognised that cultural change was required to achieve its desired outcome. Ways in which this could be achieved were discussed, and it was suggested that formal feedback could be recorded on executive decision notices. The way in which the Planning and Regulation Committee operated was considered and it was suggested that aspects of this way of working could be embraced. There was need to improve the

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE 21 DECEMBER 2015

communication lines between the Executive and Scrutiny Committees. The Committee felt there should be more feedback from the Executive on its response to recommendations and comments from scrutiny.

The Committee also felt there was a role for Scrutiny chairmen/vice-chairmen to attend Executive meetings to give a flavour of the debate at scrutiny.

In response to a question, Members were advised of the process for presenting task and finish group reports to the Executive, and it was particularly highlighted that an action plan was produced which the relevant Executive Councillor had to present to the relevant scrutiny committee.

The Committee reiterated the importance of feedback from the Executive so that scrutiny committees had a response to their comments. Further to this, the Head of Democratic Services and Statutory Scrutiny Officer was asked to look at those comments which were submitted to the Executive by scrutiny committees in 2015 to ascertain whether any feedback was given.

Recommendation 2 – Reporting on the implementation of recommendations to the Overview and Scrutiny Management Committee

In addition to the comments made under Recommendation 2, it was suggested that a standing item for feedback from the Executive be on the agendas for Overview and Scrutiny Management Committee.

Recommendation 3 – Engagement with the public

The Committee recognised the importance of meeting away from County Offices, however it was felt that this should be balanced with the cost of meeting off-site.

It was suggested that there was a need to raise awareness of scrutiny so that members of the public have a better understanding of its role. Further to this, Members supported that there was a clear need to engage with members of the public on particular topics, for example pre-decision scrutiny items. However, it was felt that this was not always possible owing to the limited timescales involved.

There was a view that scrutiny should be involved earlier in the decision-making process to help develop the policy.

On this point, the Committee reflected on the Council's Call In arrangements, in particular the absence of call-ins and the potential reasons for it.

Recommendation 4 – Support from Corporate Communications for the Overview and Scrutiny functions

The Committee reiterated the importance of Recommendation 4 and reflected the extent to which the Communications team supported scrutiny.

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Members suggested that there should be a presence at all scrutiny committee meetings by a member of the Communications team.

It was agreed that the Chairman should write to the Strategic Communications Manager seeking her thoughts on how Recommendation 4 could be implemented.

Recommendation 5 – Refresh of Member Training

Members supported Recommendation 5.

Members were advised that a Councillor Development Session on scrutiny had been arranged for 11 February 2016.

It was suggested that the Overview and Scrutiny Management Committee received specific training on budget monitoring and performance management, in light of its enhanced role. The Head of Democratic Services and Statutory Scrutiny Officer agreed to take this suggestion forward. It was acknowledged that this request may be challenging as there may be limited dates available prior to the meeting of the Committee on 28 January 2016, when the Committee was scheduled to consider items of this nature.

Recommendation 6 – Scrutiny work programming and prioritisation of items

Members reiterated their support for Recommendation 6.

The role of the Informal Meeting of Scrutiny Chairmen and Vice-Chairmen was discussed. Further to this, a Member of the Committee suggested that there should be political representation on this Informal Meeting from all parties.

Recommendation 7 – Management of in-depth scrutiny reviews

The Committee supported Recommendation 7.

Recommendation 8 – Detailed comments from Overview and Scrutiny Committee to the Executive

The Committee supported Recommendation 8 and recognised the importance of providing the Executive with detailed comments which reflect the discussions and decisions at committees.

It was suggested that the relevant Chairman or Vice-Chairman could present the Committee's comments to the Executive.

Recommendation 9 – Scrutiny officers should assume a greater advisory role

The Committee supported Recommendation 9.

Recommendation 10 – Focus of scrutiny activity – Executive or officers

The Committee supported Recommendation 10.

Recommendation 11 – Effective leadership on scrutiny matters

Members supported Recommendation 11.

Recommendation 12 – Accountability of Scrutiny Chairmen and Vice-Chairmen

The Committee supported Recommendation 12.

Members were advised that although it was a legal requirement for the membership of the Overview and Scrutiny Management Committee to be politically balanced, those chairman or vice-chairman who were not members of the Committee could be invited to attend, where necessary.

Recommendation 13 – Annual account of the work of each Overview and Scrutiny Committee

The Committee supported Recommendation 13.

Recommendation 14 – Attendance by Overview and Scrutiny Chairmen

The Committee supported Recommendation 14.

Recommendation 15 – Enhanced role of the Overview and Scrutiny Management Committee

Members reiterated the importance of Recommendation 15 and recognised that there was a need for the Overview and Scrutiny Management Committee to take more of a leadership role in the scrutiny function at the Council. Ways in which this could be achieved were discussed, when it was suggested that a starting point would be to review the content of its terms of reference.

The Head of Democratic Services and Statutory Scrutiny Officer reminded Members that Recommendations 16 and 17 related to the governance structure for scrutiny, and both recommendations would be discussed at the meeting of the Overview and Scrutiny Management Committee on 28 January 2016.

A suggestion was made to form two working groups to take Recommendations 1-15 forward, with the former on the relationship between Overview and Scrutiny and the Executive and the latter on scrutiny processes. A report outlining the process for taking the recommendations forward would be presented to the Committee on 28 January 2016.

RESOLVED

- (1) That Recommendations 1-15 be supported by the Committee.
- (2) That the Chairman be requested to write to the Strategic Communications Manager seeking her views on how to take Recommendation 4 forward.

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21 DECEMBER 2015**

- (3) That the Head of Democratic Services and Statutory Scrutiny Officer be requested to ascertain whether any feedback was given by the Executive in 2015 to comments and reports submitted by Scrutiny Committees to the Executive.
- (4) That a report on how to take Recommendations 1-15 of the independent report forward, including information on Recommendations 16-17 on the governance structure for scrutiny, be presented to the Committee at its meeting on 28 January 2016.

47 OVERVIEW AND SCRUTINY WORK PROGRAMME**i) Overview and Scrutiny Management Committee**

The Head of Democratic Services and Statutory Scrutiny Officer advised the Committee that all items listed on the Value for Money Scrutiny Committee's work programme in relation to budget and performance would transfer over to the Overview and Scrutiny Management Committee's work programme.

It was agreed to remove the item on 'The Local Government Boundary Commission Review' from the Committee's agenda on 28 January 2016.

ii) Adults Scrutiny Committee

The Chairman advised Members that the meeting scheduled to be held on 27 January 2016 had been rearranged to 22 January 2016.

It was noted that Elaine Baylis would be attending the meeting on 24 February 2016 to present an item on Lincolnshire Safeguarding Adults Board, although she had stood down from the role as Chairman of the Board.

The Chairman advised that at the Committee's meeting on 9 December 2015, consideration was given to a report on the 'Adult Care Local Account', which listed a number of items which could be included in the Committee's work programme for 2016.

iii) Children and Young People Scrutiny Committee

The Vice-Chairman advised that there were no amendments to the Committee's work programme.

It was noted that the next meeting of the Committee was scheduled to be held on 15 January 2016 and the agenda was set out on page 73 of the report. Members were advised that the item on 2016/17 contract would now be an open report and not exempt. Members were also advised that representatives from the Monks' Dyke Tennyson College in Mablethorpe and from the campaign group had been invited to address the Committee when considering the pre-decision scrutiny report on its potential closure.

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It was suggested that the alternative proposals, as included in the petition address at the meeting of Council on 18 December 2015, were also considered by the Committee as part of this item.

iv) Community and Public Safety Scrutiny Committee

The Chairman advised that there were no amendments to the work programme.

However, it was noted that that the report on the Joint Ambulance Conveyance Project which was being considered by the Committee on 13 January 2016 would now be a verbal update, rather than a written report. It was suggested that the success of this project should be publicised.

Members were advised that the Committee would receive an update on Operation Barnes Wallace in the New Year.

v) Economic Scrutiny Committee

The Chairman advised that there were no amendments to the work programme.

It was queried whether the Committee's comments on the 'Coastal Town Team' at its meeting on 12 January 2016 could be presented to the meeting of the Children and Young People Scrutiny Committee on 15 January 2016 as they might be relevant to the discussion on the potential closure of Monks' Dyke Tennyson College in Mablethorpe.

vi) Environmental Scrutiny Committee/Flood and Drainage Management Scrutiny Committee

The Health Scrutiny Officer advised that there were no changes to the work programme for the Environmental Scrutiny Committee.

There were three additional items for the meeting of the Flood and Drainage Management Committee on 26 February 2016, as follows: -

- The Involvement of Anglian Water in Planning Applications, an item from Anglian Water;
- River Steeping – an item from the Environment Agency; and
- River Welland Navigation – a further item from the Environment.

In response to a question, the Committee was advised that Mid UK was a recycling facility located in Caythorpe.

vii) Health Scrutiny Committee for Lincolnshire

The Chairman provided the Committee with updates on the following meetings: -

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21 DECEMBER 2015**20 January 2016

There were no confirmed changes to the agenda for the meeting on 20 January 2016.

17 February 2016

An item from Healthwatch Lincolnshire on their views of Children and Adolescent Mental Health Services had been added to the agenda for 17 February 2016.

16 March 2016

It was noted that on 15 December 2015, the Chairman had met the new Chief Executive of St Barnabas Hospice Trust to discuss developments at St Barnabas, and it was agreed that the Committee would receive a general presentation on St Barnabas' contribution to palliative and end of life care at the meeting of the Committee on 16 March 2016.

The Chairman referred to the impact of the Norovirus at Lincoln County Hospital, in particular the number of wards closed to new admissions.

viii) Highways and Transport Scrutiny Committee

The Chairman advised that the item on the 'Lincolnshire Highways Alliance' had been deferred to 7 March 2016 to form part of one single performance item on 'Performance Report - (to include Major Schemes, Lincolnshire Highways Alliance and Customer Satisfaction)', which would be considered on a quarterly basis.

It was also noted that items on the 'Lincoln Eastern Bypass - Authority to Enter into Contract with Network Rail'; 'CCTV Pilot Scheme – Parking enforcement outside schools'; and 'Charging and Income Generation' had been added to the Committee's work programme.

In response to a question, Members were advised that all County Councillors would receive an electronic copy of the report on the Grantham Transport Strategy, in the usual way via Democratic Services.

Members were advised that the Planning Inspector had submitted a report on the Lincoln Eastern Bypass to the Secretary of State. However, the Secretary of State did not have specific timeframe to work towards.

ix) Value for Money Scrutiny Committee

The Chairman reminded the Committee that all items listed on the work programme relating to budget and performance would transfer over to the Overview and Scrutiny Management Committee's work programme.

Comments from the discussion on the Serco contract would be forwarded onto the Executive.

RESOLVED

- (1) That the content of the Overview and Scrutiny Management Committee work programme, as detailed at Appendix A to the report, be approved.
- (2) That the work programmes from the Council's other Overview and Scrutiny Committees, as detailed at Appendix B to the report, be approved.
- (3) That the Working Group activity, as detailed at Appendix C to the report, be noted.
- (4) That the Forward Plan of Key Decisions from 4 January 2016, as detailed at Appendix D to the report, be noted.

The meeting closed at 12.55 pm.

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Policy and Scrutiny

Open Report on behalf of Pete Moore, Executive Director of Finance and Public Protection

Report to:	Overview and Scrutiny Management Committee
Date:	28 January 2016
Subject:	Council Budget 2016/17

Summary:

The Executive, at its meeting on the 5 January 2016, agreed the budget proposals described in the attached report as its preferred option for the purposes of further consideration.

Actions Required:

The Committee is asked to consider and comment upon the Executive's proposals.

1. Background

The Executive will make its final budget proposals on 2 February 2016. These final proposals will be considered by the County Council on 19 February 2016.

2. Conclusion

The Committee has the opportunity to consider the proposals and to make any comments which it wishes the Executive to consider when it makes its final budget proposals.

3. Consultation

Proposals for individual Commissioning Strategy budgets are being considered by each of the Council's scrutiny committees.

Public comments have also been invited through a series of seven public budget engagement meetings and through an online and postal budget survey.

A consultation meeting with businesses, trade unions and partners will be held on 22 January 2016.

The Executive will have the opportunity to consider comments received at its meeting on 2 February 2016.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Report to the Executive - Council Budget 2016/17

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 David Forbes, who can be contacted on 01522 553642 or david.forbes@lincolnshire.gov.uk.

Report Reference:
Executive/Executive Councillor

Open Report on behalf of Pete Moore, Executive Director Resources and Public Protection

Report to:	Executive
Date:	05 January 2016
Subject:	Council Budget 2016/17
Decision Reference:	I010203
Key decision?	Yes

Summary:

This report describes the Provisional Local Government Finance Settlement issued on 17 December and its implications for the Council's finances.

The Executive are asked to make proposals for the Council's budget for 2016/17 as a basis for internal and external consultation.

This report describes the basis on which proposals have been developed and their impact on services.

The Executive are also asked to delegate authority to the Leader to decide whether to continue with the existing business rate pooling arrangement with six of the Lincolnshire District Council's (Boston Borough, City of Lincoln, East Lindsey, North Kesteven, South Kesteven and West Lindsey).

Recommendation(s):

That the Executive:

1. agree the budget proposals described in this report as its preferred option for the purposes of further consultation; and
2. delegate authority to the Leader to review the Council's participation in a business rates pooling arrangement with six of the Lincolnshire District Council's (Boston Borough, City of Lincoln, East Lindsey, North Kesteven, South Kesteven, and West Lindsey) in light of the Provisional Local Government Settlement and notify the Government by 15 January 2016 in the event the Council no longer wishes to be considered as part of a pool.

Alternatives Considered:

1. The proposals for the revenue budget and council tax as described in this report.
2. Higher levels of spending and consequently higher levels of council tax in future years.
3. Lower levels of spending and consequently lower levels of council tax in future years.

Reasons for Recommendation:

The recommended option reduces the Council's spending to reflect reducing government grant income to the Council. It also allows for an increase in council tax of 3.95% (1.95% plus a further 2.00% for the social care 'precept').

The Council has in place a memorandum of understanding with six of the Lincolnshire District Council's relating to pooling business rates for 2016/17. Following the receipt of the Provisional Local Government Finance Settlement on 17 December 2015, the Council may withdraw from this arrangement on condition they notify Government by 15 January 2016.

1. Background

1.1 This report sets out a one year financial plan for revenue and capital budgets. For the second year running the Council is only able to set a one year budget. This is due to the continued significant reductions in government funding, growing cost pressures from demand led services such as adult and children's social care and the Council's responsibility from 2016/17 to pay staff and contractors the National Living Wage. These pressures mean the Council has been unable, at present, to develop sustainable long term financial plans beyond the next twelve months.

1.2 In developing its financial plan the Council has considered all areas of current spending, levels of income and council tax and use of one off funding (including use of reserves and capital receipts) to set a balanced budget.

1.3 All areas of service expenditure have been reviewed to identify cost pressures which must be funded and savings which can be made, through efficiencies and by reducing the level of service provided. The Council remains aware of its high priority areas, but no service has been exempted from helping the Council to deliver its savings target. These high priority areas are:

- Safeguarding children and adults;
- Maintaining and developing highways and infrastructure;
- Managing flood risks;
- Supporting communities to support themselves; and
- Fire and rescue services.

1.4 On an annual basis the Council has the opportunity to review the level of Council Tax. Central government sets thresholds above which a local authority would be required to hold a referendum for Council Tax increases. For 2016/17 it is proposed that this threshold would be 2.00%, plus a further 2.00% for authorities with Adult Social Care responsibilities to deal with pressures in this area including demographic pressures and the impact of the national living wage. A council tax increase of 3.95% (1.95% plus a further 2.00% for the social care 'precept') is proposed.

1.5 The Autumn Statement and Provisional Local Government Settlement has provided local authorities with some flexibilities around the use of capital receipts. Under previous regulations these were required to be utilised to fund capital expenditure or pay down debt. Under these new flexibilities the Council will be able to use capital receipts to fund the revenue cost of transformation as long as certain criteria are met.

1.6 The budget proposals set out in this paper take a mixed approach to meeting the current challenges of reduced levels of local government funding. Savings identified from service and corporate budgets, as set out in the paper below, plus a proposed increase in Council Tax, the use of reserves and the use capital receipts to fund the cost of transformation will be used to set a balanced budget for 2016/17. During the next twelve months the Council will need to explore further opportunities to bridge the gap between the funding available and levels of expenditure.

Provisional Local Government Finance Settlement

1.7 The Provisional Local Government Finance Settlement issued on 17 December 2015 has provided the Council with levels of funding for 2016/17, along with indicative figures for the following three years based on the concept of Core Spending Power (funding from central government plus locally collected taxes – Council Tax and Business Rates). The main trends over the four year period are:

- A continuation of the significant year on year reductions in the Settlement Funding Assessment (made up of Revenue Support Grant and Business Rate baseline funding);
- Additional funding for the Better Care Fund. From 2017/18 £105m will be made available to local authorities. This increases to £825m in 2018/19 and £1.5bn in 2019/20; and
- Assumed year on year increases in Council Tax (including a continuation of the additional 2.00% for Adult Care responsibilities).

1.8 Taking these factors into account the most significant reductions in local authority funding are in 2016/17 and 2017/18. These reductions will have a significant impact on service budgets in future years.

1.9 The government has offered every Council which wishes to, and can demonstrate efficiency savings, the opportunity to sign up to these allocations. As the Council is currently only in a position to set a one year budget it is not proposed to sign up to these allocations from 2016/17.

Revenue Support Grant (RSG)

1.10 The main points arising for RSG in 2016/17 are:

- The RSG allocation for 2015/16 is £70.351m. Indicative figures are as follows: £48.292m in 2017/18, £33.964m in 2018/19 and £20.139m in 2019/20;
- The Care Act Implementation Grant and Carers Grant (£2.619m) plus the Care Act Deferred Payment Agreements (£1.718m) has been rolled into RSG in 2016/17;
- The Lead Local Flood Authority Grant (£0.305m), previous paid as part of the Local Services Support Grant has also been rolled into RSG in 2016/17; and
- The Rural Services Delivery Funding from which the Council received £1.327m in 2015/16 as part of RSG has been removed and will be received as a separate grant in 2016/17.

1.11 Taking the above changes into consideration before comparing RSG funding received for 2015/16 to 2016/17, the Council has seen a reduction of £27.578m or 28.2% in RSG funding between the two financial years. Taking this forward based on the indicative funding announced in the provisional financial settlement the following reductions in RSG would be seen:

- 2016/17 to 2017/18: £22.059m or 31.36%
- 2017/18 to 2018/19: £14.327m or 29.67%
- 2018/19 to 2019/20: £13.826m or 40.71%

Other Revenue Government Grants

1.12 The Government has also announced that it will provide non-specific grants in addition to the settlement:

- Rural Services Delivery Grant of £1.712m will be provided in 2016/17 (an increase of £0.385m from the 2015/16 allocation included within RSG). This is in recognition of the higher costs of providing services in rural areas;
- New Homes Bonus Grant of £4.284m will be provided in 2016/17 (an increase of £0.760m from 2015/16) relating to the increase in the number of new properties built in Lincolnshire;

- Education Services Grant is estimated and budgeted at £4.791m. This reflects the Council's estimate of pupil numbers and funding rates per pupil in local authority and academy schools in 2016/17. The 2015/16 grant was based on £87 per pupil and it falls to £77 per pupil next year. The grant is paid on a quarterly basis with each payment being adjusted as schools convert to Academies throughout the financial year; and
- Local Services Support Grant. The Lead Local Flood Authority element of this grant has been rolled into RSG (this had a value of £0.301m in 2015/16). No notification has been received regarding the remaining elements of the grant: Extended Rights to Free Travel and Inshore Fisheries Conservation Authorities. It is assumed that these will continue at the same rates as in 2015/16:
 - DfE Extended Rights to Free Travel (£0.632m); and
 - Inshore Fisheries Conservation Authorities (£0.128m).

1.13 The Public Health Grant will continue as a separate ring-fenced grant in 2016/17. The allocations for next year will not be announced until the new year, but the Department of Health indicated that the total grant, including the new 0-5 funding, will be reduced by 2.2% from the 2015/16 baseline which is on top of the £200m reduction nationally, announced part way through 2015/16. The estimated grant for 2016/17 is £34.050m, a reduction of £2.787m from the rebased 2015/16 award.

Council Tax

1.14 It is proposed that Council Tax will be increased by 3.95% for 2016/17. The Secretary of State announced the Government's proposed referendum thresholds in 2016/17 would remain at 2.00% with a number of exceptions. Authorities with Adult Care responsibilities will be able to increase Council Tax up to 2.00% above the 2.00% threshold. It is estimated that an increase of 3.95% will generate additional income of £9.215m.

1.15 The final figures on the council tax base and any surpluses or deficits on the council tax element of the collection fund will not be received from Lincolnshire District Councils until 31 January 2016. This information will be reported to the Executive at its meeting on 2 February 2016, together with the funding this will generate for the County Council.

Business Rates

1.16 Business Rates receivable will be £102.010m; comprising £19.584m actually collected by the seven District Councils in Lincolnshire and a top up grant of £82.426m from Central Government as the total business rates collected in Lincolnshire are not sufficient to cover local authority spending in the area.

1.17 Comparing business rates funding received for 2015/16 to 2016/17, the Council has seen a modest reduction of £0.024m or 0.02% in Business Rates funding between the two financial years.

1.18 The Government confirmed that it will compensate local authorities in full for the extension of small business rate relief announced in the Spending Review and Autumn Statement through a section 31 grant, as in previous years. At the time of preparing this paper the Council is awaiting announcement of the value of this grant. This will be built into the budget assumptions reported to the Executive at its meeting on 2 February 2016.

1.19 Any surpluses or deficits on the business rates element of the collection fund will not be received from the Lincolnshire District Councils until 31 January 2016. These will be reported to the Executive at its meeting on 2 February 2016. It is worth noting that only 10% of the business rates collected locally is passed to Lincolnshire County Council and any share of surpluses or deficits will be on this basis too.

Business Rates Pooling 2016/17

1.20 The Local Retention of Business Rates Scheme allows the County Council to consider the option of pooling our business rates with other local authorities.

1.21 The proposal from central government is that existing pools from 2015/16 would continue into 2016/17 unless any member of the pool chooses to leave, in which case the pool would be dissolved and the local authorities identified as part of this pool will revert to being considered as individual authorities for the purposes of the business rates retention scheme. Local authorities have 28 days beginning with the date on which the draft Local Government Finance Report is published to consider if they wish to continue to be designated as a pool.

1.22 The pooling arrangement continuing from 2015/16 into 2016/17 includes the County Council plus six of the Lincolnshire Districts Council's (Boston Borough, City of Lincoln, East Lindsey, North Kesteven, South Kesteven and West Lindsey). Initial calculations show the County Council could benefit by some £0.940m from remaining in the pool. In previous years the Council has budgeted for this additional income, however, due to the timing and size of appeals received by the District Councils, these amounts have been volatile and have not all been delivered. It is therefore, proposed not to budget for the estimated additional income. Any income generated from pooling during 2016/17, when received, will be used to reduce the amount planned to be used from reserves in 2016/17.

The Council's Overall Revenue Budget

1.23 The table below (**TABLE 1**) sets out the overall changes in budget, the cost pressures which the Council proposes to fund, the savings to be made and the current proposed use of reserves to bridge the gap between current funding available and service costs.

TABLE 1: Summary Revenue Budget

SUMMARY REVENUE BUDGET	2016/17 £m
EXPENDITURE:	
Base Budget	476.261
Cost Pressures (<i>including inflation</i>)	30.961
Savings	-42.059
Total Expenditure	465.163
Use of Reserves	-38.735
Budget Requirement	426.428
INCOME:	
Local Retention of Business Rates	102.010
Revenue Support Grant	70.351
Other Grants	11.546
County Precept	242.521
Total Income	426.428

1.24 The Council proposes to allocate an additional £1.415m of resources in 2016/17 to fund pay inflation and £2.659m to meet the Council's obligation of increased employers national insurance contributions from 2016/17. Details on all other cost pressures and savings included within the Council's budget for 2016/17 are set out in the Commissioning Strategy narratives below.

1.25 The Council proposes to use reserves of £38.335m. These are one off contributions to the Council's budget shortfall and are planned to smooth the effect of reductions in funding on implementing service changes and reductions. Also £0.400m will be released in 2016/17 from the General Fund. The Council maintain the General Fund balance at between 2.5% and 3.5% of the Council's total budget. With reducing funding the amount required in the General Fund is also reducing.

Revenue Budgets

1.26 Revenue budgets for each year are shown in **TABLE 2** below together with the change over the previous year. The Council now delivers services to a Commissioning Model and as such the budgets are presented on this basis. **Appendix A** to this report provides further details of the services undertaken in each Commissioning Strategy.

1.27 The budget proposals assume inflation increases of 1.0% for pay for the next financial year.

TABLE 2: Net Service Revenue Budget 2016/17 and change over previous year

Commissioning Strategy Revenue Budgets	2015/16	2016/17
	£m	£m
Readiness for School	8.369	7.582
Learn & Achieve	35.999	32.492
Readiness for Adult Life	6.321	4.995
Children are Safe & Healthy	54.568	58.960
Adult Safeguarding	3.256	1.795
Adult Frailty, Long Term Conditions & Physical Disability	93.094	99.208
Carers	2.044	2.044
Adult Specialities	47.243	51.539
Community Resilience & Assets	12.669	10.183
Wellbeing	38.328	32.406
Sustaining & Developing Prosperity Through Infrastructure	49.493	43.709
Protecting & Sustaining the Environment	22.467	23.309
Sustaining & Growing Business & the Economy	1.772	1.315
Protecting the Public	24.801	22.857
How We Do Our Business	8.333	7.835
Enablers & Support to Council Outcomes	38.945	36.209
Enablers & Support to Key Relationships	0.000	0.000
Public Health Grant Income	-32.672	-34.050
Other Budgets	66.277	67.821
Delegated Schools Budget	464.194	463.809
Dedicated Schools Grant	-492.434	-497.222
Schools Related Expenditure	23.194	28.367
Total Net Expenditure	476.261	465.163
Transfer to/from Earmarked Reserves	-21.871	-38.335
Transfer to/from General Reserves	-0.300	-0.400
Budget Requirement	454.090	426.428

Please see Appendix A to this report for descriptions of the services included in each Commissioning Strategy.

Children's Services

1.28 Children's Services commissioning strategies include the following: Learn and Achieve; Readiness for Adult Life; Readiness for School and Children are Safe and Healthy.

1.29 Through these commissioning strategies, Children's Services has successfully delivered in full, and on time, the savings from 2011/12 to 2014/15, which totalled £30.367m. Also, the services are working towards achieving the 2015/16 savings target of £4.258m. This is at a time of delivering consistently high standards of

service delivery. With the challenging financial position of the Council, Children's Services will be required to reduce its budgets further to contribute towards meeting the Council's budget shortfall.

1.30 **Readiness for School** strategy is required to make savings of £0.896m (or 10.71% of the 2015/16 budget) in 2016/17. These reductions are being delivered following a review of its service delivery model and commissioning intentions. £0.662m of the 2016/17 savings relate to legacy 2015/16 decisions through a reduction in commissioning activities being delivered (namely, counselling support, debt advice, speech & language therapists, Homestart).

1.31 To deliver future savings targets in this commissioning strategy, a fundamental review of children centre sufficiency requirements will be required. This may include an alternative operating model which would explore delivering services from alternative venues. Any policy changes would be subject to consultation.

1.32 **Learn and Achieve** strategy is required to make savings of £3.550m (or 9.86% of the 2015/16 budget) in 2016/17. Included within this is savings of £0.428m relating to legacy 2015/16 decisions on activities of non-statutory support for children with disabilities; music service moving to a fully traded service (£0.204m), and school improvement (£1.083m), as the service moves towards a sector-led approach to school improvement.

1.33 In addition, Home to School / College Transport savings of £1.631m is required and this will be achieved through more effective procurement. The budget continues to face cost challenges from market factors affecting transport delivery. To deliver future savings targets in this commissioning strategy, policy changes are likely to be required. Such policy changes would be subject to consultation.

1.34 **Readiness for Adult Life** strategy is required to make savings of £1.464m (or 23.16% of the 2015/16 budget) in 2016/17. These proposed reductions would be delivered following a review of its service delivery model and commissioning intentions. A proportion of the savings (£0.316m) relate to legacy 2015/16 saving decisions (Supported Accommodation re-procurement).

1.35 Further reductions in this strategy are likely to require the Council to stop delivering all non-statutory support for young people and for the Council to only deliver / commission services to meet statutory duties.

1.36 **Children are Safe and Healthy** strategy is required to make savings of £0.589m (or 1.08% of the 2015/16 budget) in 2016/17 following a review of its service delivery model and commissioning intentions. Members have identified that this strategy is a high priority service e.g. child protection, fostering etc. The Local Authority has a statutory obligation in safeguarding young individuals, and external demands on its services cannot always be controlled. Services are currently experiencing increasing demands, which are subsequently resulting in an increase in costs. Lincolnshire's spending on these individuals is not only the lowest of all the Upper Tier authorities; the level of spending is considerably below the levels of most other Upper Tier authorities. However, the need to make future savings in this

strategy is likely to result in a reduction of capacity and targeted activities in supporting young parents and young people and removing the budgets aimed at improving health outcomes (obesity management projects / Family Nurse Partnership).

Adult Care

1.37 Adult Care is responsible for four of the County Council's seventeen Commissioning Strategies: Adult Frailty and Long Term Conditions, Specialist Adult Services, Carers and Safeguarding Adults.

1.38 The Adult Care budget is set in the context of increasing demographic pressure and cost pressures related to service provider fee increases that will occur as a direct consequence of the implementation of the National Living Wage in April 2016. This results in a pressure of £3.946m in 2016/17 in addition to the funded pressure already identified of £4.951m (£8.897m in total).

1.39 Savings in 2016/17 of £6.843m are proposed, covering three of the Commissioning Strategies.

1.40 Adult Safeguarding propose a £1.500m saving in 2016/17 (or 46.08% of the 2015/16 original budget). It is proposed this saving would be made by reducing the additional funding made available for Best Interest Assessments to address Deprivation of Liberties Safeguards (DoLS) requirements. A review of the additional funding allocated has identified that this budget could be reduced while still meeting statutory requirements.

1.41 Specialist Adult Services propose a £0.311m saving in 2016/17 (or 0.66% of the 2015/16 original budget). It is proposed that this will be delivered by efficiencies in micro-commissioning.

1.42 Adult Frailty and Long Term Conditions propose a £5.032m saving in 2016/17 (or 5.41% of the 2015/16 original budget). It is proposed that this would include: an increase in user contributions to services, via growth in the number of people being supported and a change in the policy (£2.608m); efficiencies made through joint commissioning with partners and pooled funding arrangements (£1.877m); and reshaping management, commissioning and fieldwork teams (£0.435m).

1.43 April 2015 saw the advent of the Care Act, the single biggest legislative change affecting the most vulnerable adults and their carer's in more than 50 years. The first year of the Act the required £6.000m due to be funded via the Better Care Fund (£2.000m) and direct grant (£4.000m). The budget makes an assumption that this funding continues.

1.44 Another area with a profound effect upon Adult Care is the Better Care Fund (BCF) in which £53.000m (£48.100m revenue and £4.900m capital) was earmarked for the Lincolnshire health and care economy in 2015/16. Spend against this allocation was agreed with the four Clinical Commissioning Groups (CCGs). £20.000m was allocated to the County Council in 2015/16 predominantly

in Adult Care to help fund the costs of the Care Act (£2.000m) and to 'protect' adult care most of that money is already being spent on such services such as the Local Authority Reablement Service (LARS), Hospital Discharge Teams and on Learning Disability services.

1.45 The Spending Review also announced that £1.5bn would be added to the national ring-fenced Better Care Fund progressively from 2017/18 reaching £1.5bn in 2019/20. However it has been confirmed that there will be no additional funding for the Better Care Fund in 2016/17 above 2015/16 levels.

1.46 Negotiations are currently ongoing in respect LCC's BCF allocation for 2016/17.

Community Wellbeing and Public Health

Community Resilience and Assets

1.47 Savings of £3.031m for 2016/17 have been proposed from the Community Resilience and Assets strategy (or 24% of the 2015/16 original budget of £12.669m). The savings reflect that a number of the activities within this strategy are discretionary and therefore the proposal is to reduce the funding to zero for the **Community Grants** programme and the **Members Big Society Fund**. It is proposed that the grants to voluntary sector organisations will be focused on supporting volunteers who play a crucial role in supporting communities.

1.48 **Library and Information Services** have savings of £1.000m. These are savings that were originally agreed as part of 'core offer', but have been delayed to align with the implementation of the new model of delivery for the Library Service. The procurement process of the library provision, will also deliver further efficiencies which will be built into the 2017/18 budget.

1.49 **The Local Welfare Support Scheme-** the Lincolnshire Community Assistance Scheme (LCAS) was supported by a specific grant when the responsibility transferred from the Department for Work and Pensions. This grant has now ceased so it is proposed that the scheme should reduce to operate on residual grant that has been reserved from previous underspends.

1.50 **Chance to Share** (shared use of sports facilities) proposed saving of £0.223m, can be delivered by ceasing the current Service Level Agreement for Yarborough Sports Centre, when it comes to an end in March 2016.

Wellbeing

1.51 Savings of £6.045m for 2016/17 have been proposed from the Wellbeing Strategy (from a 2015/16 original budget of £38.287m). The savings have been proposed from the following activities:

1.52 Health Improvement, Prevention and Self-Management (£3.224m or 44% of the 2015/16 original budget), this proposed saving would cease our commissioning of many of the health improvement activities we currently fund, such as adult weight management, health trainer programme, sports co-ordination, food and health programmes, walking programmes, master gardener and health support for offenders. There would also be reduced support for a smoking cessation programme. Further savings would be realised in 2017/18 when these proposed changes are fully implemented.

1.53 Public Health Statutory Service (£0.396m or 10% of the 2015/16 original budget), this budget supports the mandatory function of providing Public Health advice to the NHS and other professionals. The service underwent a restructure in 2015, and this saving will be met from the full year effect of these changes.

1.54 Registration, Celebratory and Coroners Service (£0.060m or 4% of the 2015/16 original budget). This saving is proposed from efficiencies within the Coroners Service including a move to one office base. There are also opportunities for the Registrars Service to generate additional income to meet this saving.

1.55 Wellbeing Service (£0.815m or 10% of the 2015/16 original budget), these savings will be realised from the changes that have already been implemented for the Wellbeing Service.

1.56 Sexual Health Services (£0.591m or 10% of the 2015/16 original budget) this is a mandated responsibility for the Council; the saving would be delivered from a procurement exercise that has recently been undertaken. Any further reduction in service provision is likely to increase charges from out of county providers.

1.57 Prevention and Treatment of Substance Misuse (£0.958m or 13% of the 2015/16 original budget) the service has begun a redesign and procurement of its substance misuse contracts and is aiming to do this with a 25% smaller funding envelope, the remaining savings will be realised when the changes are fully implemented. This would reduce the number of people who can be treated by the service, but would focus on those for whom the most impact can be achieved in terms of outcomes.

Environment and Economy

Sustaining and Developing Prosperity Through Infrastructure

1.58 The Council currently spends £49.492m revenue and £104.818m of capital expenditure delivering the maintenance and management of the County's road network, transport, major road schemes and economic infrastructure.

1.59 The savings proposed from this strategy are £6.255m for 2016/17 and further savings of a similar magnitude would be required in future years. Ultimately, the challenge will be to spend much smaller sums of money in different ways. To achieve this some services will reduce or stop altogether. What we do in future will

not simply be the difference between what we do now less the "savings". Transformed services will emerge and new "norms" will appear. However, to deliver these budget reductions, changes in the following services are being actively considered:

1.60 Transportation and Concessionary Fares - (Reductions of £2.063m with further savings in 2017/18, from an original 2015/16 budget of £14.782m, half of which is concessionary fares):

- Reducing bus subsidies and transport initiatives and remodelling support to the local transport network. This would result in a different bus service offer with a number of communities not having a service. This will have the effect of moving the cost for the provision of some statutory school transport services to Children's Services; and
- Confirming the removal of the Lincoln Park and Ride (Castle Shuttle) and removing support for a County Council funded service.

1.61 Highway Asset Maintenance – (Reductions of £3.084m with further savings in 2017/18, from an original 2015/16 budget of £22.693m):

- Reducing Road Maintenance;
- Reducing highway grass and verge maintenance;
- Reducing Public Rights of Way maintenance;
- Reducing Parish Amenity Grass Cutting;
- Reducing Street Lighting and investing in new LED technology to reduce street lighting costs; and
- Reducing other inspections and safety maintenance.

1.62 Highway Network Management – (Reductions of £0.915m with further savings in 2017/18, from an original 2015/16 budget of £9.402m):

- Revising the operating model of the management of the highway network which is likely to result in less engagement with the public and elected members; and
- Reducing the winter safety programme to 25% of the network (currently 33%)

1.63 Economic Infrastructure and New Investments – (Reductions of £0.192m in 2016/17 from an original 2015/16 budget of £0.901m):

- Reducing activity in this area resulting in fewer capital projects being developed and external funding being bid for.

1.64 Heritage Operation and Development, whilst no reductions are being budgeted for in 2016/17 we will be investigating models of delivery for the service to deliver future reductions in budget.

Protecting and Sustaining the Environment

1.65 The Council currently spends £22.467m revenue and £6.65m of capital expenditure delivering waste management services, planning, flood and water risk management, the natural built environment and carbon emissions.

1.66 The savings proposed from this strategy are £0.348m for 2016/17. There was an expectation that a saving could be made in 2016/17 from dry recycling, however, a change in market prices for these materials has resulted in the activity creating a cost pressure of £1.100m. Other savings will be delivered by reducing activity levels in the remaining elements of this strategy. This will include consideration being given to stopping services completely (such as some Household Waste Recycling Centre's and supplementary services) and concentrating on delivering a reduced core activity.

Sustaining and Growing Business and the Economy

1.67 The Council currently spends £1.772m of its revenue budget helping to maintain, improve and attract investment into the county's economy. The savings proposed from this commissioning strategy are £0.506m for 2016/17 and would be met by reducing activities. We would focus on priorities such as employability skills, influencing large employers and supporting the work of the Greater Lincolnshire Local Enterprise Partnership. The Council needs to do things that create successful businesses because of the reliance on business rate growth to offset reductions in Revenue Support Grant from Government.

Finance and Public Protection

Protecting the Public

1.68 **Fire and Rescue** have a proposed budget reduction of £0.850m in 2016/17 (or by 4.3% of the 2015/16 original budget) with further savings expected in 2017/18. The 2015/16 original budget for this service is £19.764m. Plans to deliver part of these savings were agreed last year following a public consultation. To find the remaining savings a number of additional options will need to be considered all of which will further affect the level of service provided. These could range from changes to the organisational structure to the closure of fire stations. The impact of each potential option will be assessed and a further consultation undertaken before any decisions are made.

1.69 The service is currently receiving funding from the Better Care Fund (£0.150m) towards the costs of Co-Responding, there will be a financial risk to the service if this funding cannot be secured for future years.

1.70 **Emergency Planning** has a proposed budget reduction of £0.119m in 2016/17 (or by 25% of the 2015/16 original budget) to include some reductions in exercise, command training and equipment budgets.

1.71 **Community Safety** has a proposed budget reduction of £1.237m in 2016/17 (or by 69% of the 2015/16 original budget), which would require a reduction in support for PCSO's and Community Safety Initiatives.

1.72 **Road Safety** has a proposed budget reduction of £0.119m in 2016/17 (or by 27% of the 2015/16 original budget) which would be met by the Lincolnshire Road Safety Partnership becoming part self-funding. There are no planned reductions to school crossing patrol budgets.

1.73 **Trading Standards** have a 10% proposed budget reduction of £0.254m in 2016/17. An element of this saving is the full year effect of their staffing restructure which was implemented during 2015. This saving would require the service to focus on a narrower set of priorities where there is most harm to communities and consumers e.g. doorstep crime which targets elderly and vulnerable residents. The service would also need to develop its cost recovery model for a number of its services provided to businesses.

1.74 **Youth Offending Service** has already made significant reductions due to previous reductions in their external funding. Their budgets will be reviewed in the light of any further changes in partnership funding.

How we do our Business

1.75 The How We Do Our Business strategy and the budgets that support it provide the corporate governance, risk and standards framework and the democratic machinery for the whole Council. The budget and policy strategies/frameworks and the Council's constitution provide the context for this and the way that the Council works. It also encompasses the corporate, statutory roles of the Head of Paid Service, Monitoring Officer and the Section 151 Officer as part of the framework.

1.76 In **Budget and Policy Framework – Finance and Audit** a saving of £0.631m is proposed in 2016/17 (or by 12.18% of the 2015/16 budget). Both the Finance and Internal Audit functions restructured part way through 2015/16, budget savings in 2016/17 represent a full year effect from these restructurings. The effect of these reductions include: reduced support to budget holders and projects within the finance area and within the Internal Audit area a reduction to routine school internal audits, counter fraud activity and corporate risk management support. Further savings will be generated through the new contract with SERCO which is volume linked and from income generation.

1.77 In **Decision Making, including Democratic Processes** a saving of £0.045m is proposed in 2016/17 (or by 2.02% of the 2015/16 budget). It is proposed that these would be delivered by a small reduction in Democratic Services support in 2016/17. In 2017/18 Boundary Commission changes will reduce the size of the Council by 10%, this should generate budget savings from this date.

1.78 There are no proposed budget savings in **Fisheries Precept – Inshore Fisheries and Conservation Authority (IFCA)**. The Council is precepted directly by the IFCA and has no direct control over this cost.

Enablers and Support to Council's Outcomes

1.79 The Enablers and Support to the Council's Outcomes cover the budgets and activities that support the Council both as a corporate organisation and facilitate the work to achieve the Council's main commissioning outcomes.

1.80 In **Information Management and Technology Strategy and Support** a saving of £0.214m is proposed in 2016/17 (or by 2.31% of the 2015/16 budget). Costs in this area would be driven down through improved contract management, information governance and the new consumption based charging approach, which will allow operations to be scaled. Continuing to move systems into the cloud should leverage the best value for the Council, as should rationalisation of IT systems. These service changes should deliver savings for the Council in 2016/17 and future financial periods.

1.81 In **Property Strategy and Support** a saving of £1.199m is proposed in 2016/17 (or by 10.92% of the 2015/16 budget). Savings would be delivered through rationalisation of the Council's property portfolio, including reductions to the number of buildings occupied and the associated costs of using these buildings, and vacating leased properties as leases expires. It is also proposed to further reduce the staffing budgets in this area. Accommodation reviews and portfolio rationalisation will continue to deliver savings for the Council beyond 2016/17.

1.82 Activity will be undertaken by the Property Team to increase future capital receipts from the sale of land and buildings in order to support some revenue budgets under the new flexibility arrangements.

1.83 In **Legal** a saving of £0.060m is proposed in 2016/17. Legal Services is a shared service that operates as a trading unit covering costs from the income it recovers. Income is dependent on volumes of business from the County Council Clients, district partners and external bodies. The proposed saving will come from increased surplus delivered for the forthcoming financial year.

1.84 **People Management** plans to permanently reduce service budgets by £0.167m in 2016/17 (or by 4.17% of the 2015/16 budget). The proposed budget reductions relate to ending of the graduate programme for new entrants; the ceasing of the leadership management development programme, and available budget following staffing changes made in 2015/16. The largest proportion of the People Management budget (£2.509m) is the SERCO People Management contract.

1.85 In **Commissioning** a saving of £0.431m is proposed in 2016/17 (or by 10.52% of the 2015/16 budget). Proposed savings in this area would be achieved through reductions in the commissioning support unit through vacancy management

and the removal of the transformation fund. In future years further savings are proposed by the removal of funding for a fixed term post in this part of the organisation.

1.86 In **Business Support** a saving of £1.283m is proposed in 2016/17 (or by 11.02% of the 2015/16 budget) with a further saving of a similar magnitude in 2017/18. The budget for business support is predominately a staffing budget, with the exception of some corporate budgets, such as, postage and other running costs. As a support service the reshaping of this service will follow changes to areas of the Council. The size and shape of this service will be matched to the needs and demands placed on it by other parts of the Council and will be seeking further potential savings from that process.

1.87 In **Strategic Communications** a saving of £0.09m is proposed in 2016/17 (or by 0.89% of the 2015/16 budget). The £0.09m saving represents a full year effect of staffing reductions from 2015/16. Future savings beyond 2016/17 in this area would include: reductions in the cost of publication and distribution for County News, reshaping involvement in the County Show.

Schools

1.88 The Schools Budget is funded via the Dedicated Schools Grant (DSG). The Government's school funding reforms categorise the DSG into the Schools block, the Early Year's block and the High Needs block.

1.89 Lincolnshire's DSG allocation for 2016/17 is £497.222m, and will be used to support all schools in Lincolnshire including local authority schools and academies. Over half of Lincolnshire pupils attend academy schools; therefore the DSG figure for the Schools block will be revised down for the academy schools budget share allocations. The DSG is a ring-fenced grant and the actual split between academies and local authority schools has no financial risk to the Council from the DSG perspective.

1.90 The DSG has been protected by the government over the last spending period, and in 2016/17, this will continue. The government continues to fund growth for an increase in pupil numbers and has identified £92.5m nationally to support high needs growth pressures in Local Authorities. Overall, Lincolnshire's DSG will increase by 1.05% in 2016/17.

1.91 The government is not planning to make any changes to the school funding arrangements for mainstream schools in 2016/17. The government's intentions are still introduce a national fair funding formula.

1.92 In Lincolnshire, the Schools Forum has supported the proposal to the planned 0.5% reduction in mainstream schools Age Weighted Pupil Units (AWPUs) in 2016/17 to implement a behavioural outreach support service to provide a range of early intervention activities; preventions and support for Schools, Families and to the pupils experiencing social, emotional and behavioural difficulties. No further changes to the funding formulas are planned.

1.93 Protection arrangements will continue to be put in place through application of the Government's minimum funding guarantee (i.e. individual schools budgets will be protected on a per pupil basis, i.e. at 98.5% of the previous year's funding level).

1.94 Lincolnshire's Pupil Premium for 2015/16 is presently £27.295m. Pupil Premium funding nationally is at £2.406 billion, however there are no plans for further growth in funding nationally for 2016/17, other than for the increase in pupils meeting the eligibility criteria. Similarly to the DSG, the pupil premium allocation for Lincolnshire covers both the allocations for local authority schools and academy schools. The Education Funding Agency allocate pupil premium for academy schools, so the grant will be reduced accordingly. However, this has no financial risk to the Council. Publication of 2016/17 allocations will be released in June 2016.

1.95 The 2016/17 allocations per pupil meeting the eligibility criteria is £1,320 for primary-aged pupils; £935 for secondary-aged pupils, and a £300 allocation per pupil for service premium. Schools will continue to receive £1,900 for each child who has been looked after for 1 day or more; has been adopted from care, or has left care. The 2016/17 pupil premium rates remain protected at the 2015/16 level.

Other Budgets

1.96 Capital Financing Charges, within other budgets have been set at a level to reflect the revenue implications of the revised capital programme set out below (paragraphs 1.103 to 1.108). The revenue implications of the capital programme are estimated to cost the Council £52.804m in 2016/17. The overall affordability of the capital programme has been reviewed to ensure the impact on the revenue budget remain affordable. The Council is also budgeting for £1.200m of receipts from investment of cash balances in 2016/17.

1.97 The Council also proposes the following changes to other budgets:

- A saving of £0.923m by the removal of the Second Homes budget from 2016/17. This budget was previously paid over to the Lincolnshire District Council's and used to fund shared objectives between the county and district councils, such as Disabled Facility Grants and community safety schemes;
- An increase of £0.043m for the Council's monetary contribution to the Local Government Pension Fund, taking this to £1.161m in 2016/17. The triennial review of the fund is due to take place during 2016/17 and applies from April 2017, there may be further increases from this date; and
- An amount of £4.790m in 2016/17 has been budgeted for the Council's obligation to pay a National Living Wage to all employees and contractors. These amounts cover all service area obligations across the whole Council. Further amounts of a similar magnitude are expected to be incurred annually to 2019/20.

1.98 It is proposed that the following budget will remain at the same level as the previous financial year:

- The Council's contingency budget would remain at £4.000m in 2016/17 to fund any emerging financial issues which arise during the financial year; and
- The Corporate Redundancy budget will remain at £4.500m in 2016/17. This is to fund any redundancies arising from the Council reshaping services.

1.99 The Autumn Statement and Provisional Local Government Settlement has provided local authorities with some flexibilities around the use of capital receipts in 2016/17 and for the following two financial years. Under previous regulations these were required to be utilised to fund capital expenditure, or pay down debt. Under these new flexibilities the Council will be able to use capital receipts to fund the cost of transformation of which the key criteria is the expenditure will generate ongoing revenue savings to the authority. The guidance provided by government recommends Councils develop a strategy detailing the schemes which will be funded in this way. Further guidance will be published with the final settlement in February. It is currently proposed that an amount of £4.500m will be used from income generated from capital receipts to fund these types of schemes in 2016/17.

Reserves

1.100 On an annual basis the Council review the financial risks facing the Council when considering the level at which general reserves should be set at. The Council's current financial strategy is to maintain general reserves within a range of 2.5% to 3.5% of the Council's total budget. It is planned to review these levels in January 2016. The outcome from this review will be reported to the Overview and Scrutiny Management Committee in January and reported back to the Executive at its meeting on 2 February 2016.

1.101 Using the existing policy of maintaining the general reserve within a range of 2.5% to 3.5% of the Council's total budget at 31 March 2015 the balance stood at £15.900m. General reserves at 31 March 2016, are estimated to be £14.900m which is 3.5%. In future years, as the Council's overall revenue budgets reduce, the balance required to maintain the Council's general fund balance at 3.5% also reduces. To maintain the Council's general fund balance at 3.5% at 31 March 2017 requires a balance of £14.500m. In 2016/17, this will release £0.400m from the general fund to fund other Council services.

1.102 At the 31 March 2015, the Council set aside £31.632m in the Financial Volatility Reserve help smooth the effect of funding reductions in 2016/17 and future financial periods. It is estimated that the balance in this reserve will be £41.632m at the end of 2015/16. It is planned to use £38.335m from the Financial Volatility Reserve to balance the budget in 2015/16.

Capital Programme

1.103 The proposed capital programme matches the revenue budget and runs until 2016/17, plus major schemes which stretch into future years (including: a number of highways schemes and the rolling programme of renewal and replacement of fire fleet vehicles). The gross programme is set at £298.136m from 2016/17 onwards, with grants and contributions of £166.057m giving a net programme of £132.079m to be funded by the County Council.

1.104 The overall capital programme and its funding are shown in **TABLE 3** below.

TABLE 3: Summary Capital Programme 2016/17 plus future year's commitments.

	2015/16 £m	2016/17 £m	Future Years £m
Gross Capital Programme	194.864	146.907	151.229
Less: Grants and Contributions	-108.311	-67.749	-98.308
Net Programme Funded by LCC	86.553	79.158	52.921
Funded By:			
Revenue Funding	4.500	4.500	0.000
Use of Capital Receipts	2.000	3.115	0.000
Borrowing	78.012	71.543	52.921
Use of Capital Grants Unapplied	0.000	0.000	0.000
Use of Revenue Grant Reserves	0.000	0.000	0.000
Use of Other Earmarked Reserves	2.041	0.000	0.000
Total Funding by LCC	86.553	79.158	52.921

1.105 The following amendments have been made to the net capital programme in 2016/17 as part of the budget setting process:

- The addition of maintenance block budgets for:
 - The replacement of short life equipment assets for Fire and Rescue: £0.585m in 2016/17;
 - The maintenance of existing property assets and essential property works linked to Asbestos, work place regulations and disabled access: £2.950m in 2016/17.
 - The ICT infrastructure and IT refresh programme: £0.750m in 2016/17.
- New Developments Capital Contingency budgets of: £7.500m in 2016/17, to fund any emerging schemes identified in these financial years.

- Removal of the Property Contingency budget of £7.298m from the 2016/17 programme. Transfer of £3.279m into 2015/16 and £0.700m into other property schemes in 2016/17. This reflects the Council's changing property needs due to reshaping the delivery of services.
- Transfer of £1.019m into 2016/17 from the fire and rescue block budget from the fleet vehicle budget. This aligns funding with current service requirements.

1.106 The Council receives government grant funding to support large parts of the capital programme, including schools maintenance and provision of school places, and roads maintenance. The following grants have been announced and incorporated into the capital programme in 2016/17 and future years:

- An indicative award for Highways Asset Protection Maintenance Block of £28.431m in 2016/17. Further indicative awards have been made up to 2020/21 when the grant is estimated to be £24.954m.
- A three year award for Integrated Transport Grant of £3.312m per annum from 2015/16 to 2017/18, plus three further indicative years of £3.312m per annum to 2020/21; and
- Provision of Schools Place – Basic Need Grant 2016/17 is the final year of a three year award period which will allow the Council to plan strategically for the places needed in schools. The Council has been awarded £12.006m in 2016/17.

1.107 At the time of preparing this paper the Council is awaiting announcements on Devolved Schools Capital, Schools Modernisation, Fire Capital and Adult Social Care Capital Grants for 2015/16.

1.108 The Council funds the net capital programme primarily through borrowing (£71.543m in 2016/17), with smaller elements coming from revenue contributions (£4.500m) and capital receipts (£3.115m). As already mentioned above at paragraph 1.98 the Council plans to utilise an element of capital receipts to fund the cost of transformation in revenue. The Council has currently allocated £4.500m for this purpose. As plans are developed around transformation projects capital receipts currently included within the capital programme may be diverted to fund these revenue costs. Additional borrowing would be taken to replace any capital receipts diverted to meet revenue transformation costs.

Legal Issues

1.109 There are a number of issues that the Executive must have regard to in determining its budget proposals to include:

- The need for consultation
- The Public Sector Equality Duty under section 149 of the Equality Act 2010
- The Child Poverty Strategy
- The Joint Strategic Needs Assessment
- The Joint Health and Wellbeing Strategy

1.110 In terms of consultation, the purpose of the main decision contained within this Report is to identify a proposed budget on which the Council will then consult. The results of that consultation will then be reported to the Executive when they determine the budget they will recommend to the full Council in February.

1.111 In addition to this budget consultation, certain service changes that may be necessary to meet budget savings targets may themselves require consultation. This will be kept under review on a case by case basis and where consultation is required by law, that consultation will be conducted before changes are carried out.

1.112 The Executive will be mindful of its obligations under the Equality Act 2010 and the special duties the Council owes to persons who have a protected characteristic as the duty cannot be delegated and must be discharged by the decision maker. The duty is for the Council, in the exercise of its functions, to have due (that is proportionate) regard to the need to:

1. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
2. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
3. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it: Equality Act 2010 s 149(1).

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation: s 149(7).

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

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

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

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

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

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

1.117 A reference to conduct that is prohibited by or under this Act includes a reference to:

- i. A breach of an equality clause or rule
- ii. A breach of a non-discrimination rule.

1.118 These equality considerations do not preclude changes in services being made, but do require that these be fully appreciated. It is clear that the current and future financial challenges facing local authorities and the need for budget savings will result in changes to service provision and to some reduction in Council services. These will apply to services accessed by all people in Lincolnshire as well as services provided to specific groups. It is possible that there may be an adverse impact on some people and communities including those with a protected characteristic.

1.119 In order to meet its obligations equality impact analyses will be carried out in relation to any proposed changes to services on an individual basis. The specific impacts on people with a protected characteristic will be investigated and the potential mitigation if any will be made clear, so that the implications of decisions are fully understood as they affect specific groups and communities. These have been and will continue to be, regularly reported to the Executive as part of the decision making processes.

1.120 Approval of the budget is not a final decision about what the Council's services will be or about how much money will be saved under any particular proposals. Individual proposals will only be implemented after due regard to the legal matters that must be considered as set out in paragraph 1.109 including the public sector equality duty and where required consultation.

1.121 As part of its decision-making the Executive will need to consider whether any alternative approaches could alleviate or at least mitigate the impact of the decision such as making reductions in other areas which do not have the same impacts, including particularly equality impacts. The result could be to require

additional resources to be used in certain areas than has been budgeted for. In this event the usual budget management processes such as virement would be followed and approval sought at the appropriate levels in accordance with Financial Regulations including full Council where necessary. In particular a contingency has been built into the budget proposals in the form of the Financial Volatility Reserve (the balance is estimated to be £3.297m after use to balance the 2016/17 budget) and the annual Contingency budget of £4.000m for 2016/17, for when additional funding cannot be found by way of virement from other service areas.

2. Conclusion

2.1 These budget proposals reflect the level of government funding available to the Council and the proposal to increase Council Tax in 2016/17 by 1.95%, and Adult Care Premium of 2.00%. They are based on a thorough and comprehensive review of the Council's services. The budget proposals therefore aim to reflect the Council's priorities whilst operating with the resources available to it.

3. Legal Comments:

The Executive is responsible for publishing initial budget proposals for the budget in accordance with the Budget and Policy Framework Procedure Rules.

When publishing its budget proposals the Executive must be mindful of its obligation to have due regard to a number of matters including under the Equality Act 2010.

Case law has established that it is sensible and lawful for a Council first to decide its budget and then to consider the question of consultation and the specific impact of proposed policies and service changes at the time they are developed and decisions are taken on them.

The way in which it is proposed to deal with such matters is set out in full in the body of the report.

The recommendations are within the remit of the Executive and are lawful. The Executive has the power to accept the recommendation 1 or to agree one of the alternative approaches referred to in the report.

The proposed delegation in recommendation 2 is lawful.

4. Resource Comments:

These budget proposals incorporate the level of funding available to the Council from Central Government plus an increase in council tax of 3.95% (1.95% plus a further 2.00% for the social care 'precept'). The Council's Financial Strategy includes one off use of reserves of £38.335m, plus £0.400m released from the General Fund balance, to produce a balanced budget.

To achieve a sustainable budget in 2017/18 and onwards, a further review of budgets will be required.

5. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

Overview and Scrutiny Workshops

During November and December 2015 a number of workshops were held with the Council's Scrutiny Committees. Comments from these meetings are set out at **Appendix B** to this report.

Further Scrutiny and Consultation

A consultation meeting with local business representatives, trade unions and other partners will take place on 22 January 2016.

A series of seven public budget consultation meetings will take place in various locations around the County in January 2016.

The Council's scrutiny committees will have the opportunity to scrutinise proposals in detail during January.

The proposals will be publicised on the Council's website together with the opportunity for the public to comment.

Consultation comments and responses will be available to be considered when the Executive makes its final budget proposals on 2 February 2016.

d) Policy Proofing Actions Required

An Equality Impact Assessment will be completed for the proposed increase in Council Tax. This will be reported back to the Executive at its meeting on 2 February 2016.

Further Equality Impact Assessments will need to be undertaken on a service by service basis.

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Commissioning Strategies Glossary
Appendix B	Scrutiny Committee Comments from the Financial Challenges Workshops held on November/December 2015

7. Background Papers

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

Document title	Where the document can be viewed
Provisional Local Government Finance Settlement announcements	Executive Director of Resources and Public Protection
Council Budget 2015/16	Executive Director of Resources and Public Protection

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COMMISSIONING STRATEGIES

COMMISSIONING STRATEGY	COMMISSIONING ACTIVITIES	DEFINITION OF COMMISSIONING STRATEGY
Readiness for School	Children Centres - and commissioned services	This commissioning strategy aims to ensure all children will be ready to learn when they start school enabling them to achieve their full potential.
	Early Years sufficiency and support to the PVI sector	
	Birth to 5 Service	
Learn & Achieve	School Support Services	This commissioning strategy aims to ensure all children and young people will learn and achieve, enabling them to reach their potential.
	School Improvement	
	Statementing process and interventions (to be replaced with new health, education and social care plan)	
	Home to school/college transport	
Readiness for Adult Life	14-19 education/training and apprenticeship	This commissioning strategy aims to ensure all young people will be prepared and ready for adult life.
	Careers Service	
	Positive activities for young people	
	Teenage Pregnancy	
	Supported accommodation/lodgings	
	Supported employment	
	Lincs Secure Unit	
	Leaving Care Service	
Children are Safe and Healthy	School Nursing	This commissioning strategy aims to ensure all children and young people will be safe and healthy.
	Healthy schools & healthy child	
	Child protection (contact, referral and assessment)	
	Targeted Support - young people	
	Looked after Children	
	Fostering and adoption	
	Residential homes	
	CAMHS	
	Family support	
	Commissioning Support for all Children's Strategies	
Adult Frailty, Long Term Conditions and Physical Disability	Supporting Adult frailty (older people)	This commissioning strategy aims to ensure that individuals receive appropriate care and support that enables them to feel safe and live independently.
	Physical disability	
	Dementia	
Carers	Adult & Young carers	This commissioning strategy aims to ensure that carers feel respected and are able to balance their caring roles and maintain their quality of life.
Adult Specialities	Supporting Adults with learning disability	This commissioning strategy aims to improve outcomes for adults with mental health, learning disabilities and/or autism.
	Mental health	
	Autism	
Adult Safeguarding	Adult Safeguarding (including Mental Capacity Act)	This commissioning strategy aims to ensure all vulnerable adults rights are protected to live in safety and free from abuse and neglect.
Community Resilience and Assets	Advice, information and support services from community and voluntary sector infrastructure organisations	This commissioning strategy aims to assist communities in the county to support themselves. It will also include the community response to emergencies.
	Community Grants	
	Big Society Fund	
	Chance to share contributions	
	Financial Inclusion	
	Library and information services	
	Lincolnshire Community Assistance Scheme - local welfare support	
	Customer Service Centre	

Wellbeing	Health Improvement, prevention and self management Public Health statutory service Mental health Registration, Celebratory and Coroners service Wellbeing Service (including specialist equipment, assistive technology and Disabled Facility Grants) Physical Activities Water fluoridation Sexual Health Housing related support Prevention and treatment of substance misuse	This commissioning strategy aims to assist improvements in the health and wellbeing of the population as a whole, it covers advice, information and preventative services.
Protecting the Public	Preventing and reducing crime Tackling domestic abuse Preventing and tackling fires & emergency response Protecting the public through trading standards Protecting the public by planning for and responding to emergencies Improving road safety Reducing youth offending Reducing anti-social behaviour	This commissioning strategy will cover all of the work required in order to protect the communities in Lincolnshire.
Sustaining & Developing Prosperity Through	Transportation including concessionary fares and other government grants etc Highway asset maintenance Highway network management New transport investments including highways improvements and bypasses, growth corridors and programmes Heritage & tourism operation and development Monitoring Officer requirements	This commissioning strategy facilitates growth and prosperity through encouraging investment and enhancing the economic potential of the county.
Protecting & Sustaining the Environment	Reducing carbon emissions Flood risk management Protecting and enhancing the natural & built environment Waste management Waste recovery & recycling Sustainable Planning	This commissioning strategy covers how the Council will protect, enhance and balance our environmental needs.
Sustaining & Growing Business & the Economy	Improving skills and employability Encourage enterprise through support to business and our growth sectors Attracting and expanding business investment Lobbying and attracting funding for Lincolnshire	This commissioning strategy covers how the council will help businesses to be the drivers of economic growth through supporting a climate in which they are able to invest, enhance their business performance, and offer attractive jobs to a skilled workforce.
How We Do Our Business	Budget & Policy Framework - Finance & Audit Chief Executive's Office Decision making, including the democratic processes and elections Eastern Inshore Fisheries & Conservation Authority - Levy	This commissioning strategy will include the overarching governance and standards for the Council, including decision making through the democratic process.
Enablers & Support to Council's Outcomes	Information Management & Technology Strategy & support Property Strategy & support (including County Farms) People Management Strategy & support Legal Advice Commissioning Strategy & Support Business support Strategic Communications	This commissioning strategy will include the enablers required to support the delivery of the Council's agreed outcomes.
Enablers & Support to Key Relationships	Partnership engagement & support	This commissioning strategy encompasses the Council's corporate strategies and the support to our relationships with the public, service users, partners and outside bodies.

Scrutiny Committee Comments on Financial Challenges Workshops

Adults Scrutiny Committee – 9 December 2015

The Workshop was attended by a total of nine councillors, including six members of the Adults Scrutiny Committee and one member of the Executive. Six senior officers from Adult Care also attended.

The format of the workshop was a powerpoint presentation. The meeting considered the context, previous savings and the detailed proposals for further reductions in Adult Care budgets and the following topics were highlighted as part of the presentation.

NHS Budgets and Their Impact on the Council

It was confirmed that increasingly NHS financial issues impacted on adult social care, not least because of the level of pooling that existed which included the Better Care Fund. The budgets for Clinical Commissioning Groups (CCGs) for 2016/17 were not expected to be released until shortly before Christmas 2015 as was the case for local government finance for next year. However, there was an expectation that the four Lincolnshire CCGs would be under financial pressure by their 2016/17 budget allocations.

Social Care Precept

The Comprehensive Spending Review had included an announcement that local authorities would be able to set an increase of 2% in the precept for adult social care. This was estimated to raise £4.745m in 2016/17, if implemented.

Integration of Health and Social Care Systems and the Better Care Fund

The Better Care Fund (BCF) arrangements would continue until the end of the Parliament, on the basis, in the initial years at least, of the approval of local system-wide BCF submissions to the Department of Health. However, if plans for the integration of health and social care were sufficiently well advanced, the requirement for having a BCF submission would be waived. In any event, there was an expectation that health and social care systems would be fully integrated by 2020.

Adult Care Further Options for Savings

Between 2011 and 2014/15 savings of £38 million had been made and an additional £9 million had been planned as part of the Fundamental Budget Review (FBR) for 2015/16 to 2018/19. These included the additional income arising from the Non-Residential Contributions Policy review. Additional options for savings for adult care were explored.

Relationships

The meeting reflected on the dependency of the system on relationships, and the growing importance in recent years of managing relationships with partners – notably the NHS.

This impacted on management time, but the importance of strong working relationships could not be underestimated.

Engagement with the Public

The *County News* was suggested as a vehicle for providing members of the public with a comprehensive understanding of the challenges facing the County Council. The timing and venues of the Council's engagement meetings were very important, to ensure as large a response as possible. The meeting was advised that in addition to general engagement with the public, stakeholder meetings would take place with organisations such as clinical commissioning group governing bodies and business ratepayers.

Demographic Impacts

The demographic impact on adult care was profound and in the coming years would only increase as a direct result of populations changes. For example in 2016/17 demographic and other cost pressures would be over £14 million.

Residential and Care at Home

The national living wage would lead to increased costs, notably for the home care sector.

The profit margins of residential care home proprietors were raised as a topic. The fees paid to Lincolnshire residential care homes were competitive, and high profit margins were felt to be highly unlikely for proprietors.

Devolution and Structures

The workshop meeting reflected briefly on the potential for devolution and its impact on the structures of both local government and within the NHS.

Day Centres

The provision of day centres in the County was an important issue and the Council would need to consider the best use of its resources to secure a viable network of day centre facilities in the county. However, it was clear that retaining a number of strategically placed day centres was the most cost-effective solution.

Statutory Duties

All of adult care budgets were focused on the delivery of statutory duties. The Care Act 2014 had included significantly more legislation in the form of duties on local authorities, rather than powers. This meant that the Council had far less discretion on what it would or would not do.

Children and Young People Scrutiny Committee – 27 November 2015

The Children and Young People Scrutiny Committee held a Financial Challenges workshop on 27 November 2015 to consider the financial pressures facing Children's Services.

Readiness for school

To deliver future savings targets in this commissioning strategy, a fundamental review of children centre sufficiency requirements will be required. This may include an alternative operating model which would explore delivering services from alternative venues. Any policy changes would be subject to consultation.

Learn and Achieve

Concerns were raised in relation to School Support and in particular the Government's forthcoming cutback in education support grant. It was highlighted that the education support grant goes into the corporate budget, which is used to support Children's Services activities. These grant reductions would be managed collectively through the Financial Challenge work and the concern was that education support grant activities were likely to be cut as a result.

In relation to the new sector led model for school improvement, there were concerns about the impact on small primary schools where a Headteacher also teaches and there was no capacity to release the Headteacher and provide cover. It was suggested that small primary schools should be encouraged to consider working more collaboratively.

Members were concerned with regard to post 16 transport and how young people would be able to access educational facilities. It was noted the charges for post 16 transport were at a tipping point and if the charge went up then it potentially would be cheaper to use local buses. It was also highlighted that Highways was reviewing concessionary transport and if this was removed, it would have an impact on post 16 transport.

Community and Public Safety Scrutiny Committee – 25 November 2015

The Workshop was attended a total of fifteen councillors, including ten members of the Community and Public Safety Scrutiny Committee and two members of the Executive. Eight senior officers also attended.

The format of the workshop was a series of powerpoint presentations. The first part of the session provided an overview of the financial challenge. Following this, a relevant senior officer from each of the following areas provided information to the Committee:

- Public Health
 - Health Improvement Activities
 - Community Resilience
- Preventing and Reducing Crime
 - Police and Community Support Offices
 - Youth Offending Service
- Trading Standards

- Fire and Rescue
- Emergency Planning

At the end of each section, there was an opportunity for points of clarification and these points of clarification are described below:

Health Improvement Activities

- Lincolnshire County Council was responsible for the prescription costs for all treatments relating to smoking cessation. This was a national requirement.
- The Registration and Celebratory Services generate income, which largely offsets the shortfall in the budget for the Coroner's Service.

Community Resilience

- The financial inclusion element of the budget (£748,000) referred to grants to citizens' advice bureaux and support for credit unions, with the potential that these budgets could move towards zero in the coming years. Further clarification was sought on the phasing of reductions to this budget, and the fact that some services may need to move towards a zero budget over a longer period.
- An initial impact assessment had been undertaken on the impact of reducing or removing the Local Welfare Provision budget (£918,000). This would be followed detailed impact assessments.
- The scope for officers to provide advice to organisations on alternative sources of funding was suggested.

Heritage Services

- It was unlikely that grants received as a result of the national lottery would be reclaimed, so this had been evaluated as a low risk.

Preventing and Reducing Crime

- A previous reduction in County Council funding for Police and Community Support Officers from £1.5 million and £1.2 million had not seen a reduction in their number Lincolnshire. The notional County Council investment of £370,000 for 2016/17 would support eleven Police and Community Support Officers in Lincolnshire. It was most unlikely that the Police and Crime Commissioner would be able to meet the difference in the proposed level of funding. The service level agreement between the County Council and the Police would seek assurances over the level of neighbourhood and community policing required. The intelligence-gathering of Police and Community Support Officers on their local communities should not be underestimated.

Trading Standards

- The range of activities undertaken by the Trading Standards service was recognised, and the impact of service reductions on under-age use of tobacco and animal disease control in farms.

Fire and Rescue

- The Joint Ambulance Conveyancing Project and the Fire and Rescue Co-responder Service not only provide a valuable service to people in medical emergencies in support of the East Midlands Ambulance Service (EMAS), but also aid the recruitment and retention of retained firefighters. There may be an opportunity to seek some recovery of the costs of Fire and Rescue Co-responder Service from EMAS.

Emergency Planning

- A service level agreement had been renewed and increased with the district councils to support the emergency planning function.

General Points

- Where other parts of the public sector such as the NHS are considering reductions in services, work could be undertaken to identify areas where the impact of service reductions in one area of the public sector would lead to undue pressures on services in another part of the public sector.
- The risks of all the potential service reductions continued to be evaluated.
- The senior management review of 2011 had seen a reduction of 34% in the number of senior managers.

Economic Scrutiny Committee – 8 December 2015

The Economic Scrutiny Committee received a presentation on the financial challenges facing economic development where it was recognised that the Council was facing significant financial constraints and that reductions were required from the economic development budget.

The Committee supported the scale of the budget reductions but raised concerns about future capacity within the economic development budget to respond to any economic opportunities or challenges as they arise.

Concerns were raised that this was an easy area to cut and the Committee highlighted that there needed to be more awareness that this budget brought in additional European and Government funding to the local economy which helped to fund and develop economic projects.

It was recognised that there was a need for greater resilience in Lincolnshire and to develop relationships with third party organisations to support and take responsibility for the growth of businesses and the local economy.

The Committee highlighted concerns around the skills required by businesses and the Lincolnshire economy and the need for the Council to be engaged and direct the market to ensure these skills were available. It was recognised that if these skills were not available, then there was a risk of businesses relocating to where those skills did exist.

The Committee suggested that there was a need to consider what property the Council should retain or invest in which could generate income streams for the Council. It was also suggested that any property which did not generate an income, or was costing the Council money, should be sold off in order to reduce the economic burden on Lincolnshire County Council.

Environmental Scrutiny Committee – 4 December 2015

The Environmental Scrutiny Committee Financial Challenge Workshop produced the following comments for consideration by the Executive:

- The Business Rate changes were unlikely to raise as much in Lincolnshire as they would for the more affluent areas of London, for instance.
- Raising Council Tax appeared to be the only option to meet the funding shortfall.
- The Greater Lincolnshire Devolution bid was expected to be cost neutral.
- There was no point making savings if this simply pushed the cost pressure elsewhere.
- It was suggested by one member that the Council 'treads water' for a period of time in the hope that the Government changes the funding formula. Officers responded by pointing out that this could not be relied upon and they had to plan for four years ahead.
- A councillor asked for the current market value of the Council's assets so that sales could be considered. Councillors were reminded that sales of assets only raised one-off funds.
- Councillors felt that there should not be any cuts in the area of managing flood risk.
- In answer to a question of the use of consultants, officers stated that consultants were only engaged when the Council did not have the resources in house.

Highways and Transport Scrutiny Committee – 1 December 2015

Those members of the Committee who were able to attend the Workshop recognised the financial constraints that the Council is facing and the significant reductions that will be required in the areas of Highways and Transportation. A presentation was made in two parts, addressing Transportation first and then Highways. Key comments from Members were as follows:

Transportation

One of the main options proposed was to significantly reduce the Council's contribution towards bus transportation in the County and Members took comfort from the continuing role of the Call Connect scheme and the potential for it to offer not only ad hoc services but also fixed routes where a clear service need was established.

Members recognised the value of initiatives to promote sustainable and healthier means of transportation but felt that in the current climate these initiatives may need to be brought to a halt in order to focus remaining resources on priority areas.

Highways

Although Members could see how reductions in other services such as street lighting and grass cutting could be achieved, particular concerns were expressed about potential reductions in gritting routes of up to one third and the resulting safety implications and public reaction.

In relation to services such as grass cutting it was recognised that the local community would have to be encouraged to take on responsibility for additional activity beyond that offered in future by the Council.

The importance of communication was emphasised during the discussion and the need for the public to be kept informed regarding changes in service.

Members were very supportive of the Lincolnshire Highways 2020 operating model and felt that the implementation of this model would achieve more efficient working and potentially free-up remaining resources to be channelled elsewhere in Highways and Transportation.

Value for Money Scrutiny Committee – 24 November 2015

Ways of maximising income, including reviewing the Council's property and land, and looking at ways of making money, had general support.

Councillors questioned whether savings could be made in consultations and County News.

Councillors felt the workshop would have been more useful AFTER the Chancellor's statement.

Questions were raised about the potential impact of the Greater Lincolnshire Devolution bid. Councillors were advised that it was anticipated that this would be fiscally neutral, but would encourage the shared-service model with potential for services being used by others.

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Policy and Scrutiny

Open Report on behalf of Pete Moore, Executive Director of Finance and Public Protection

Report to:	Overview and Scrutiny Management Committee
Date:	28 January 2016
Subject:	Review of Financial Risk Assessment

Summary:

The Council last reviewed its financial risks in November 2014. This report updates that review. It considers the outcomes from the financial risk assessment for 2014/15 and updates the risk assessment to help determine an appropriate target level for the Council's general reserves for 2016/17.

The annual review scheduled for November 2015 was delayed in order to factor in the implications of the Comprehensive Spending Review and Local Government provisional Settlement.

Actions Required:

The Committee is asked to consider the risk assessment and any implications for the Council's general reserves.

1. Background

1.1 The Council's Financial Risk Register is appended to this report (**Appendix A**). It itemises each of the risks which could have a direct financial consequence for the Council. It also quantifies these risks in terms of potential financial cost to the Council. The intention is to help understanding of the potential issues and their scale. Members will appreciate that there remains a substantial element of judgement in assessing these risks.

1.2 The net total of the risks is some £30.025m. This can be interpreted as the total cost to the Council if all the items listed occurred in 2016/17. Ideally the Council should maintain its general reserve at a sum at least equivalent to the net total risk (i.e. £30.025m).

1.3 The net total of identified risks is significantly higher than the previous assessment in November 2014 (net total risks were £14.980m). This is due to the continued reductions in funding from central government and the need for the Council to review spending and deliver savings from existing budgets. The Council

also continues to have cost pressures from demand led services. These factors are keeping the financial risks to the organisation high. Past performance in managing the cost side of financial risks has been good and not many of these risks have materialised in previous years.

1.4 In the previous financial year these risks were mitigated by a significant balance set aside by the Council and held in the Financial Volatility Reserve. The balance in the reserve is estimated to be £41.632m at 31 March 2016. This assumes that the Financial Volatility Reserve will increase by £10.000m at year end. This is a realistic estimate based on current projections. It is currently planned that £38.335m will be required to balance the 2016/17 budget, leaving £3.300m for future years or to cover any financial risks which may arise in 2016/17.

1.5 The requirement of the Council's Financial Strategy in relation to general reserves is based on its financial risk assessment. The current requirement is that the Council will maintain its general reserves within a range of 2.5% to 3.5% of its annual budget requirement. For information, the Council's general reserves at 31 March 2015 stood at £15.900m equivalent to 3.5% of its budget requirement at this date.

1.6 Maintaining the current 2.5% to 3.5% policy would require general reserves to be within the range of £10.357m to £14.500m for 2015/16.

1.7 This exercise implies a need for a general reserve of £30.025m from the updated assessment and is equivalent to 8.01% of the budget requirement. This is in excess of the current range of the Council's financial strategy. It is proposed that the general reserve balance should be maintained at the top end of the existing financial strategy range (e.g. at 3.5% of the budget requirement or £14.500m). Although the current assessment is outside the current range set out in the financial strategy close monitoring of the risks during the financial year will be undertaken and remedial action taken if risks begin to materialise. It is simply not possible to increase the general reserve to £30.025m without undertaking further significant reductions to service budgets.

1.8 For additional information **Appendix B** to this report sets out the Financial Risk Register for 2014/15 and comments on the actual outcomes for each of the risks in last year's financial risk assessment.

2. Conclusion

2.1 The Committee is asked to consider the updated Financial Risk Register and other relevant factors with a view to making recommendations on the target level of general reserves to the Executive. In light of recently announced changes to the funding base of the Council, it now faces increased levels of financial risk going forward.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Financial Risk Register for 2016/17
Appendix B	Financial Risk Register for 2014/15 Outcomes

5. Background Papers

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

Document title	Where the document can be viewed
The Council's Financial Strategy - 22 February 2015	Executive Director of Finance and Public Protection

This report was written by David Forbes, who can be contacted on 01522 553642 or david.forbes@lincolnshire.gov.uk .

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APPENDIX A - Financial Risk Register 2016/17

Ref. No.	Risk	Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m	
				Impact - Annual Cost £m	Likelihood		
Inflation							
1	Pay	Pay awards are 1.0% higher than assumed in the budget.	leading to increased costs	There is a 1.0% provision in 2016/17 budgets for pay awards.	1.4	1	0.140
2	Price Increases	Inflation for general price increases is 1.0% more than allowed in budget.	leading to increased costs	There is a 0.0% provision in 2016/17 budgets for price increases.	3.9	3	2.925
3	Income	Increase is 1.0% less than provided for in budget.	leading to reduced income	There is a 0.0% provision in 2016/17 for income increases.	1.2	2	0.420
4	Interest rates	Longer term interest rates are 1% higher than assumed in the budget.	leading to increased costs on long term borrowing	The budget assumes longer term rates at 5.0% for 2016/17	0.6	1	0.065
Other Budget Assumptions							
5	Demand-led Services	Demand for social care, waste disposal, home to school transport, property repairs and maintenance, highways winter maintenance, fire and rescue, coroners increase in total cost terms by (say) £10m more than budget.	leading to increased costs	Budget prepared on latest projections but, for example, a bad winter could lead to significant additional winter road maintenance or social care.	10.0	2	3.500
6	Estimated savings	Target savings not achieved fully in 2015/16.	leading to increased costs	Achieving fully the high level of savings required within the year will be very challenging. The Council's 2016/17 budget includes an estimated savings target of £42.0m. Monthly budget monitoring arrangements should highlight any potential budget pressures to allow corrective actions to be taken.	42.0	2	14.700
7	Income budgets	Income from charges is 10% less than estimated.	leading to reduced income	Budgets are set on past experience and future expectations.	5.4	2	1.890
8	Localisation of Support for Council Tax Schemes	Local council tax support schemes were introduced by all council tax billing authorities (i.e. Districts Council's) from April 2013. It is at the discretion of the billing authorities to set the schemes. Funding received is 2% less than assumed in the budget.	leading to reduced income	Budget will be based on notification from District Council in January 2016.	4.8	1	0.480

Ref. No.	Risk		Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m
					Impact - Annual Cost £m	Likelihood	
9	Local Government Funding - Business Rates Retention Scheme	The business rates retention scheme was launched from April 2013 as part of the changes to the local government funding regime. Under this new regime part of the business rates collected locally remain in Lincolnshire. The level of funding will reduce if a major business leaves the county. Funding received is 2% less than assumed in the budget.	leading to reduced income	Budget will be based on notification from District Council in January 2016.	0.4	1	0.040
10	Costs of change	A provision has been made within the Council's budget for redundancy costs. Other costs transformation are included within service budgets. Provision for redundancy costs and service transformation is insufficient by say £5m.	leading to increased costs	The current budget savings required for the 2016/17 budget may lead to costs associated with redundancies and service transformation. If costs are in excess of the current budget the additional costs could be funded from the Council's Contingency Budget, Financial Volatility Reserve or from the use of Capital Receipts, which from 2016/17 can be used to fund the cost of service transformation.	5.0	3	3.750
11	Capital Programme	The programme exceeds by (say) £5m the funding available, leading to use of additional revenue funding.	leading to increased costs	It is normal for the Capital Programme to be underspent, not overspent. An overspend would be funded by taking additional borrowing.	5.0	1	0.500
12	Capital Receipts	Capital Receipts are less than target by (say) £1m.	revenue funds needed to fund capital programme	Targets for 2016/17 reflect estimated receipts. A shortfall in capital receipts in any particular year can be replaced by borrowing.	1.0	2	0.350

Ref. No.	Risk	Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m	
				Impact - Annual Cost £m	Likelihood		
Financial Management Arrangements							
13	Current financial management arrangements	Overspend of 2% in Budget Requirement.	leading to increased costs	There are clear, written financial management procedures, regular staff training, good financial systems including monitoring information, and regular reporting to budget-holders, directorate management teams and the Executive. There have not been substantial overspendings in recent years other than on demand led services, however, as savings targets increase overspending may be more likely to occur.	8.5	3	6.375
14	Schools Expenditure	Overspend of 1% in Schools budget expenditure.	leading to increased costs	Schools expenditure covered by Dedicated Schools Grant. The County Council could be required to provide financial support if there were a major problem.	4.8	1	0.480
Potential Losses							
15	General Claims against the Council	Claims total £5m more than provided for in budget.	leading to increased costs	Extent of loss is limited by insurance arrangements. There is also an Insurance Reserve, the balance of this stood at £6.221m at 31 March 2015.	5.0	2	1.750
16	Bad Debts	Write-off of debts of 1%	leading to reduced income	The Council has an excellent record of income collection with a very low level of debt write-offs.	0.8	1	0.080
17	Treasury management	Default on loans from the Council	Reduction in the Council's cash balances	Authorised lending list restricted to lowest risk institutions with individual limits. The Council's lending policy is low risk.	25.0	1	2.500
18	Major emergencies or disasters	Such an event with a cost of (say) £5m	leading to increased costs	The government provides financial support under the Bellwin scheme for major emergencies or disasters. However, there is no automatic entitlement to financial assistance and where it is given it will not normally cover all the costs incurred.	5.0	1	0.500
						40.445	

Ref. No.	Risk	Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m
				Impact - Annual Cost £m	Likelihood	
Provisions Against Financial Risk						
P1	Contingency Provision	The contingency provision may offset some of the increased costs noted above e.g. price increases above that allowed in budgets.	Budgets include a contingency provision of £4.0m p.a.	-4.0	4	-4.000
P2	Financial Volatility Reserve	At the end of 2011/12 the Council established a financial volatility reserve to help the Council deal with the future uncertainties around local government funding.	At the end of 2015/16 it is estimated that the balance in the reserve stood will stand at £41.632m it is currently budgeted that we will use £38.335m from the reserve to balance the 2016/17 budget.	-3.3	4	-3.300
P3	Capital Receipts used to fund revenue transformation	The draft financial settlement from government proposed that Local Authorities could use income generated from capital receipts to fund the cost of service transformation. If additional costs are incurred in revenue capital receipts could be diverted from the Capital Programme to fund these costs.	The Council is currently budgeting to use £3.1m of capital receipts to fund the capital programme in 2016/17, these could be diverted into the revenue budget to fund transformation costs in revenue.	-3.1	3	-2.325
P4	Revenue Funding of Capital	Borrowing in place of revenue funding would allow approximately £0.5m, net of debt charges, to be made available for revenue spending.	This would require the Council to alter its policy on capital funding.	-0.5	3	-0.375
P5	Business Rates Pooling	The Council will continue to pool business rates with six of the Lincolnshire District Council's. Due to significant volatility in this income in previous years no income has been budgeted for. However, the Council could benefit from up to £1.238m additional income.	Any income generate could be used to offset financial risks or reduce the need to use earmarked reserves to balance the 2016/17 budget.	-1.2	2	-0.420
						-10.420
Net Total						30.025

Key To Likelihood Scores:

1	Very unlikely	10% of impact
2	Possible but unlikely	35%
3	Possible for example in view of current higher levels of risk	75%
4	Very probable or certain	100%

APPENDIX B - Financial Risk Register 2014/15 Outcomes

Ref. No.	Risk	Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m	Comments:	
				Impact - Annual Cost £m	Likelihood			
Inflation								
1	Pay	Pay awards are 1.0% higher than assumed in the budget.	leading to increased costs	There is a 1.0% provision in 2014/15 budgets for pay awards.	1.5	2	0.525	A non consolidated one off payment has been made to all grades, as well as an average pay increase of 2.2% for staff from 1 January 2015. This was covered by the budget provided.
2	Price Increases	Inflation for general price increases is 1.0% more than allowed in budget.	leading to increased costs	There is a 2.0% provision in 2014/15 budgets for price increases.	3.9	2	1.365	Inflation for 2014/15 saw a fall of -0.1% (CPI), this was below the budgeted rate of 2.0%.
3	Income	Increase is 1.0% less than provided for in budget.	leading to reduced income	There is a 2.0% provision in 2014/15 for income increases.	1.1	2	0.385	The Council's budget for 2014/15 included other income (from fees and charges) of £61.229m, actual income received was £59.700m, 2.50% short of the target budget. This will have been managed by budget holders within individual budget areas.
4	Interest rates	Longer term interest rates are 1% higher than assumed in the budget.	leading to increased costs on long term borrowing	The budget assumes longer term rates at 5.0% for 2014/15	0.6	1	0.065	The actual cost of long term borrowing for 2014/15 was 4.147%, which was below the assumed rate of 5.0%.
Other Budget Assumptions								
5	Capital Receipts	Capital Receipts are less than target by (say) £1m.	revenue funds needed to fund capital programme	Targets for 2014/15 reflect estimated receipts. A shortfall in capital receipts in any particular year can be replaced by borrowing.	1.0	2	0.350	Capital receipts of £5.426m were received in 2014/15. The year end budget was £5.316m, increased from an original budget of £2.000m. All £5.426m of capital receipts was applied to fund the capital programme in 2014/15 reducing the Council's need to borrow to fund the programme.
6	Localisation of Support for Council Tax Schemes	Local council tax support schemes were introduced by all council tax billing authorities (i.e. Districts Council's) from April 2013. It is at the discretion of the billing authorities to set the schemes. Funding received is 2% less than assumed in the budget.	leading to reduced income	Budget will be based on notification from District Council in January 2014.	4.6	1	0.460	Council Tax income was received as budgeted for. In addition the seven Lincolnshire District Council's declared a total surplus on the Council Tax element of their collection funds in January 2015 of £3.947m. This was built into the Council's 2015/16 budget.
7	Local Government Funding - Business Rates Retention Scheme	The business rates retention scheme was launched from April 2013 as part of the changes to the local government funding regime. Under this new regime part of the business rates collected locally remain in Lincolnshire. The level of funding will reduce if a major business leaves the county. Funding received is 2% less than assumed in the budget.	leading to reduced income	Budget will be based on notification from District Council in January 2014.	0.4	1	0.040	Income from business rates was £0.158m less than originally budgeted for. In addition the seven Lincolnshire District Council's declared a total deficit on the Business Rates element of their collection funds in January 2015 of £0.647m. This is being forecast in the Council's 2015/16 budget.

Ref. No.	Risk		Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m	Comments:
					Impact - Annual Cost £m	Likelihood		
8	Estimated savings	Target savings not achieved fully in 2014/15.	leading to increased costs	Achieving fully the high level of savings required within the year will be very challenging. The Council's 2014/15 budget includes £38.9m of savings, of which £11.3m may be more difficult to achieve. There is corporate tracking of savings targets to track progress.	11.3	3	8.475	Overall service budgets underspent in 2014/15 by £8.126m. In 2015/16 savings are being closely monitored to ensure these are delivered.
9	Demand-led Services	Demand for social care, waste disposal, home to school transport, property repairs and maintenance, highways winter maintenance, fire and rescue, coroners increase in total cost terms by (say) £10m more than budget.	leading to increased costs	Budget prepared on latest projections but, for example, bad winter could lead to significant additional winter road maintenance or social care. There is a recent history of significant overspending on adult social care.	10.0	2	3.500	The Council overall service budgets underspent by £8.126m.
10	Income budgets	Income from charges is 10% less than estimated.	leading to reduced income	Budgets are set on past experience and future expectations	5.6	2	1.960	See point 3 above.
11	Capital Programme	The programme exceeds by (say) £5m the funding available, leading to use of additional revenue funding.	leading to increased costs	Note that it is normal for the Capital Programme to be underspent, not overspent. Further, the amount of revenue funding of the capital programme can be reduced by use of additional borrowing.	5.0	1	0.500	The net capital programme for 2014/15 was reduced by £45.515m during the year due to rephasing into future years. At year end the revised capital programme was underspent by £21.305m.
12	Costs of change	Provision for the future delivery of support services is insufficient by say £2m.	leading to increased costs	At the end of 2012/13 the Council set aside £4.2m for costs associated with the future delivery of support services and the cost of change.	2.0	2	0.700	The Council has created an earmarked reserve to manage the costs of the Support Service Contract Renegotiation. At the end of 2014/15 the reserve balance was £2.632m for future year costs.
13	Costs of change	Provision for redundancy costs is insufficient by say £2m.	leading to increased costs	The majority of reviews associated with Core Offer are concluded.	2.0	1	0.200	There was an overspend of £3.001m on redundancy costs in 2014/15. The most significant costs were generated by the Senior Management Review, Lincolnshire Adults Re-ablement and redundancy payments to Lincolnshire Partnership Finance Trust (LPFT). This was funded from within overall service underspend.
Financial Management Arrangements								
14	Current financial management arrangements	Overspend of 2% in Budget Requirement.	leading to increased costs	There are clear, written financial management procedures, regular staff training, good financial systems including monitoring information, and regular reporting to budget-holders, directorate management teams and the Executive. There have not been substantial overspendings in recent years other than on demand led services.	9.2	2	3.220	Overall service revenue spending, excluding schools, was underspent by £8.126m or 1.9%.
15	Schools Expenditure	Overspend of 1% in Schools budget expenditure.	leading to increased costs	Schools expenditure covered by Dedicated Schools Grant. The County Council could be required to provide financial support if there were a major problem.	2.6	1	0.260	Schools budgets were underspent by £17.658m or 6.3% of the schools budget.

Ref. No.	Risk	Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m	Comments:	
				Impact - Annual Cost £m	Likelihood			
Potential Losses								
16	General Claims against the Council	Claims total £5m more than provided for in budget.	leading to increased costs	Extent of loss is limited by insurance arrangements. There is also an Insurance Reserve.	5.0	3	3.750	In 2014/15 there was an underspend on insurances (£2.267m) due to claims and premiums being lower than expected, high insurance recharges to enable the fund reserves to be increased, and fewer risk management fund bids. Half of this underspend (£1.134m) was transferred into the insurance reserve at year end to keep the balance at a prudent level. At 31 March 2015 the balance in the insurance reserve stood at £6.221m.
17	Bad Debts	Write -off of debts of 1%	leading to reduced income	The Council has an excellent record of income collection with a very low level of debt write-offs	0.7	1	0.070	The Council wrote off £0.412m or 0.17% of debt raised in 2014/15.
18	Treasury management	Default on loans from the Council	Reduction in the Council's cash balances	Authorised lending list restricted to low risk institutions by setting individual, sector and sovereign limits. The Council's lending policy is low risk and focuses on security of capital and liquidity of investments over return.	25.0	1	2.500	No problems were experienced with loans made by the Council in 2014/15.
19	Major emergencies or disasters	Such an event with a cost of (say) £5m	leading to increased costs	The government provides financial support under the Bellwin scheme for major emergencies or disasters where the Council is expected to fund the first £1.5m (0.2% of its budget requirement before Dedicated Schools Grant) in any one year beyond which the Bellwin Scheme provides for 85%.	2.0	1	0.200	No major emergencies were experienced in 2014/15.
							28.525	

Ref. No.	Risk	Consequences	Controls & Contingencies	Residual Risk		Estimated value of reserve needed £m	
				Impact - Annual Cost £m	Likelihood		
Provisions Against Financial Risk							
P1	Contingency Provision		The contingency provision may offset some of the increased costs noted above e.g. price increases above that allowed in budgets.	Budgets include a contingency provision of £3.6m p.a.	-3.6	4	-3.600
P2	Financial Volatility Reserve		At the end of 2011/12 the Council established a financial volatility reserve to help the Council deal with the future uncertainties around local government funding.		-13.0	4	-13.000
P3	Revenue Funding of Capital		Borrowing in place of revenue funding would allow approximately £0.5m, net of debt charges, to be made available for revenue spending.	This would require the Council to alter its policy on capital funding.	-0.5	3	-0.375
							-16.975
Net Total							11.550

Comments:
The contingency budget for 2014/15 was set at £3.633m. During the year £1.953m of this was utilised.
The Council used £6.780m from the Financial Volatility Reserve to balance the budget in 2014/15. As at 31 March 2015 the Council had set aside £21.871m to balance the 2015/16 budget and £31.632m available for future uncertainties in 2016/17 and beyond.
The Council took £20m of external borrowing during 2014/15 to finance the Capital Programme. The Council continued in 2014/15 to use a mixed approach of using internal balances and external borrowing to finance the Capital Programme.

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Key To Likelihood Scores:

1	Very unlikely	10% of impact
2	Possible but unlikely	35%
3	Possible for example in view of current higher levels of risk	75%
4	Very probable or certain	100%

Open Report on behalf of Judith Hetherington Smith, Chief Information and Commissioning Officer

Report to:	Overview and Scrutiny Management Committee
Date:	28 January 2016
Subject:	Draft Council Business Plan 2016/2017

Summary:

The purpose of this report is for the Overview and Scrutiny Management Committee to consider the outcomes and measures that are the draft Council Business Plan 2016/2017 as detailed in Appendix A.

Actions Required:

The Committee is invited to consider and comment on the draft Council Business Plan 2016/2017.

1. Background

The format and content of the Council Business Plan remains largely unchanged from 2015/16 (except of course for the inclusion of 2016/17 targets). The changes to the content are detailed in Appendix B.

The targets in the draft Council Business Plan, that is the outcomes and measures from the Commissioning Strategies, are based on performance information as at mid-December and are subject to change once 2015/16 out turn is known. A one year Council Business Plan allows us to take into account changes in the wider economy, the nature of demand and the consequences of any service reductions. A caveat to reflect this has been included in the draft Council Business Plan 2016/17.

Review of Equalities Objectives

The Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act includes the public sector equality duty (the equality duty), which replaced the former duties relating to race, disability and gender equality. The equality duty came into force on 5 April 2011. The duty requires public bodies to publish at least one equality objective to achieve any one of the things mentioned in the aims of the general duty:-

- Advance equality of opportunity between people who share a protected characteristic and people who do not share it.
- Foster good relations between people who share a protected characteristic and people who do not share it.

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.

Equalities objectives had to be published for the first time by 6 April 2012 and then at least every 4 years. We first published our equalities objectives in the council business plan approved by Council in February 2012 and although our equalities objectives have been updated annually in the Council Business Plan to reflect projects and then commissioning, our equality objectives are due for a review.

The Equality and Human Rights Commission guidance is that equality objectives are seen as part of the business plan. Appropriate equalities objectives have been identified in the draft Council Business Plan 2016/17 and are listed in Appendix C. The equalities objectives have been proposed on the basis that these are the outcomes from the Commissioning Strategies and progress will be evidenced through the strategic measures in the Council Business Plan.

As well as these equality considerations, the measures within the draft Council Business Plan have also been developed taking into account a number of other relevant considerations including the Joint Strategic Needs Assessment, the Joint Health and Wellbeing Strategy, the Child Poverty Strategy and the Council's duty under Section 17 of the Crime and Disorder Act 1998.

Next Steps

- Final draft Council Business Plan reported to Executive on 2 February 2016.
- Council Business Plan approved by Council on 19 February 2016.

2. Conclusion

The outcomes and measures in Appendix A are the draft Council Business Plan 2016/2017.

3. Consultation

a) Policy Proofing Actions Required

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Draft Council Business Plan 2016/17
Appendix B	Changes from Council Business Plan 2015/16 to 2016/17
Appendix C	Equalities Objectives in the draft Council Business Plan 2016/17

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 Jasmine Sodhi, who can be contacted on 01522 552124 or email jasmine.sodhi@lincolnshire.gov.uk.

Our communities are safe and protected

Commissioning Strategy	Outcomes	Measures	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
<p>Protecting the public</p> <p>The purpose of this commissioning strategy is to create an environment that enables the people of Lincolnshire to succeed and prosper, to ensure the public feel protected and secure and that those that are most vulnerable are safeguarded.</p>	<p>The public are protected from unsafe and dangerous goods</p>	<p>1. Illicit alcohol and tobacco seized per operation</p> <p>Number of illicit alcohol and tobacco products removed from the market per premises during targeted operations. Products include: . Illicit alcohol and tobacco includes counterfeit, non-duty paid, unsafe, incorrectly labelled, and other illicit brands.</p>	116.3 average number of products	In 2015/16 reported annually in Q4	116.3 average number of products
		<p>2. Unsafe goods removed from the market</p> <p>An 'unsafe good' is any product that does not conform to European and/or UK safety standards and regulations or does not meet the definition of a safe product in the General Product Safety Regulations 2005. There are many types of product that could be unsafe and would be the responsibility of Trading Standards and this includes electrical items, cosmetics, clothing, furniture, toys, and Novel Psychoactive Substances (Legal Highs). These figures are dependent on successful legal process, meaning forfeiture or surrendering of the products.</p>	2,597 products	In 2015/16 reported annually in quarter 4	2,597 Products at end March 2017
		<p>3. High risk premises inspected by Trading Standards</p> <p>This is a count of the number of premises that are categorised as 'High risk' that have been inspected by Trading Standards. A 'High risk' premises is one that has been categorised as such by the Food Standards Agency, DEFRA, and the Better Regulation Delivery Office as requiring an annual compliance visit based upon an assessment of the risk posed to the public.</p>	216 premises	In 2015/16 reported annually in quarter 4	263 premises
		<p>4. Crimestopper reports received from the public</p> <p>This is a count of the number of intelligence reports received from the public through Crimestoppers, a partnership between the Police, the media, and the community to tackle crime. Reports to Crimestoppers from the public are shared with Trading Standards where appropriate.</p>	50 reports received	11 reports received	50 reports received
		<p>5. Alcohol related anti-social behaviour incidents</p> <p>This measure is a count of Police recorded Anti-Social Behaviour incidents. An Anti-Social Behaviour incident is classed as alcohol-related if it fulfils one these criteria: Where alcohol has been identified as contributing to the incident, the incident is classed as either 'street drinking' or 'drunken behaviour' or the caller's initial description of the incident contains the words 'drunk', 'drink', 'alcohol', 'intoxicated', or 'urinate'.</p>	3,272 incidents	1,919 incidents	Decrease by 5% on 2015/16 year end outturn
		<p>6. Alcohol related violent crime incidents</p> <p>This measure is a count of all Home Office notifiable violence against the person offences (excluding 'no crimes') where alcohol is identified as contributing to the incident. Violence against the person offences includes all assaults apart from sexual offences.</p>	1,330 incidents	832 incidents	Decrease by 5% on 2015/16 year end outturn
		<p>7. Reported incidents of domestic abuse</p> <p>This measure is a count of all incidents reported to the Police where a Domestic Abuse Stalking and Harassment (DASH) risk assessment was completed. These risk assessments are performed in all incidents that meet the government's definition of domestic abuse.</p>	10,761 incidents	5,093 incidents	Increase by 3% on 2015/16 year end outturn
	<p>Increase public confidence in how we tackle domestic abuse</p>	<p>8. Domestic homicides</p> <p>A Domestic Homicide is identified by the Police and refers to when someone has been killed as a result of domestic violence.</p>	It is not appropriate to set a target for this measure	1 incident	It is not appropriate to set a target for this measure
		<p>9. Repeat referrals to the Multi-Agency Risk Assessment Conference (MARAC)</p> <p>The MARAC is a meeting where key agencies formulate action plans to help protect victims of domestic abuse who are at a high risk of murder or serious harm. Local agencies refer high risk victims to MARAC following completion of a Domestic Abuse Stalking and Harassment (DASH) risk assessment. Following being heard at MARAC, if within 12 months there is a further serious incident reported to the police or a</p>	This is a contextual measure.	Not reported in Q2	This is a contextual measure.

2016/17 targets in this document are informed by latest performance information and are subject to change to reflect 2015/16 out turns; changes in the wider economy; the nature of demand and the consequences of any service reductions. This Council Business Plan will be reviewed as part of quarterly performance reporting. Any proposed changes to reporting will be agreed by the Executive.

Commissioning Strategy	Outcomes Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures Measures are how we will monitor and report progress in achieving the outcome.	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
		disclosure received by any of the agencies the victim is to be referred back to the MARAC as a 'repeat'. This measure is a count of repeat referrals to MARAC expressed as a percentage of the total MARAC referrals on a rolling 12 month basis. Although this measure is used as a proxy for repeat victims of domestic abuse, it does not provide a full or accurate picture of repeat victimisation. MARAC covers high risk domestic abuse victims who account for less than 8% of all reported incidents of domestic abuse. This disproportion means that there are likely higher numbers of repeat victims than can be detected in the MARAC data.			
	Reduce the number of people killed and seriously injured on Lincolnshire's roads	<p>10. People killed and seriously injured in road traffic collisions Data is reported by calendar year, with 3 month (1 quarter lag)</p> <p>11. Children killed or seriously injured in road traffic collisions Data is reported by calendar year, with 3 month (1 quarter) lag</p>	It is not appropriate to set a target for this measure	<p>102 casualties April – June 2015</p> <p>5 casualties April – June 2015</p>	It is not appropriate to set a target for this measure
	Reduce adult reoffending	<p>12. Satisfaction with responses to crime and anti-social behaviour This measure helps demonstrate our achievement against Section 17 of the Crime and Disorder Act 1998 "Duty to consider crime and disorder implications" which sets out the requirement for Local Authorities to work in partnership with relevant agencies "...to do all that it reasonably can to prevent crime and disorder in its area". Satisfaction that the Police and Local Council are dealing with anti-social behaviour and crime issues is a measure of successful multi-agency response in Lincolnshire.</p>	62% satisfaction	Reported annually in Q4	Exceed the national average year end outturn
		<p>13. Adults Reoffending This is a measure of adult reoffending rates over a 12 month rolling period. Offenders who are formally informed by Lincolnshire Police that they will be recorded as being responsible for committing a crime over a 12 month period are included in the numerator. The denominator is then the number of those offenders who commit another offence in Lincolnshire during a 12 month follow-up period that leads to the offender being informed by the police that they will be recorded as being responsible for the crime.</p>	25.4% reoffending	Performance not reported in Q2 as the methodology is under consultation with the Reducing Offending Strategic Management Board	Decrease by 2% on 2015/16 year end outturn
	Reduce the number of young people committing a crime	<p>14. Juvenile first time offenders The First Time Entrant (FTE) measure is a rate per 100,000 of 10-17 population in Lincolnshire. However, for this purpose we are reporting the actual number of young people, rather than the rate. A lower number is a sign of good performance.</p>	278 Oct 2013 – Sept 2014	258 July 2013 – June 2014 (Latest data from the Youth Justice Board)	203 July 2016 – June 2017 Target based on Midlands Regional Average for the period July 2013 – June 2014
		<p>15. Victim Engagement This measure counts the number of victims who were asked to participate in an initial Referral Order Panel, how many actually attended.</p>	25%	New measures in 2015/16 reported annually in Q4	25%
		<p>16. Victim satisfaction with Lincolnshire Youth Offending Service This measure counts the number of satisfied victims of youth offending who were asked for an opinion regarding the service they received from Lincolnshire Youth Offending Service.</p>	80%	New measures in 2015/16 reported annually in Q4	80%
		<p>17. Juvenile re-offending This measure counts the number of young people aged 10 to 17 who commit a proven offence in a rolling 12 month period following previous involvement with</p>	29.2% Reoffending in Jan – Dec 2014	32.2% Reoffending in Jan - Dec 2014 (latest	34.8% Reoffending in Jan Dec 2015 (latest

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Commissioning Strategy	Outcomes Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures Measures are how we will monitor and report progress in achieving the outcome.	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
		Lincolnshire Youth Offending Service.		data from the Youth Justice Board)	data from the Youth Justice Board) Target based on Midlands Regional Average reoffending in Jan 2014 Dec 2014
	Reduce fires and their consequences	18. Primary fires Primary fires are fires in buildings, vehicles and outdoor structures, fires including casualties or rescues, or fires attended by five or more fire engines.	140.3 per 100,000 population 1,017 fires	82.43 per 100,000 population 603 fires	133.38 per 100,000 population 976 fires
		19. Fire fatalities in primary fires This measure counts the number of fatalities from primary fires where the Fire Service attended (per 100,000 population).	It is not appropriate to set a target for this measure	0.55 per 100,000 population 4 fatalities	It is not appropriate to set a target for this measure
		20. Deliberate primary fires This measure counts the number of incidents of fires involving property; and/or casualties, fatalities or rescues; and/or five or more pumping appliances where the Fire Service attended & determined that the cause of the fire was deliberate/malicious intent (per 10,000 population).	3.33 per 10,000 population 241 fires	1.76 per 10,000 population 127 fires	3.33 per 10,000 population 243 fires
		21. Deliberate secondary fires This measure counts the number of incidents of fires:- not involving property; were not chimney fires in buildings; did not involve casualties, fatalities or rescues; were attended by four or fewer pumping appliances where the Fire Service attended and determined that the cause of the fire was deliberate/malicious intent (per 10,000 population).	3.35 per 10,000 population 243 fires	2.58 per 10,000 population 162 fires	3.35 per 10,000 population 245 fires
		22. Looked after children This measure counts the number of looked after children per 10,000 population aged under 18.	656 children 45 per 10,000 population under 18	673 children 47.8 per 10,000 population under 18	656 children 45 per 10,000 population under 18
Children are safe and healthy The purpose of this commissioning strategy is that children growing up in Lincolnshire are safe and healthy. We think this can be achieved by children growing up in homes where they feel safe and are supported to make decisions to live a healthier life.	Children are safe and healthy	23. Children who are subject to a child protection plan A child protection plan is a plan drawn up by the local authority. It sets out how the child can be kept safe, how things can be made better for the family and what support they will need.	340 children 24 per 10,000 population under 18	339 children 24.1 per 10,000 population under 18	340 children 24 per 10,000 population under 18
		24. Average time taken to move a child from care to an adoptive family This measure counts the average number of days between the child entering care and moving in with their adoptive family.	450 days	427 days	430 days
		25. Average time taken to match a child to an adoptive family This measure counts the average number of days between the local authority receiving the court order to place a child and the local authority deciding on a match to an adoptive family.	200 days	197 days	200 days
Safeguarding adults The purpose of this commissioning strategy is that vulnerable adults' rights are protected so that everyone can	Safeguarding adults whose circumstances make them vulnerable, protecting them from avoidable harm and acting in their best interests where they lack capacity	26. People report they feel safe This measure reflects the extent to which users of care services feel that their care and support has contributed to making them feel safe and secure. This is reported from the annual statutory Adult Social Care Survey.	94%	Reported annually in Q4	94%
		27. Safeguarding cases supported by an advocate	100%	100%	100%

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Commissioning Strategy	Outcomes	Measures	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
live safely and free from abuse and neglect.	Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	This measure identifies the proportion of concluded safeguarding enquiries, where the person at risk lacks capacity and support was provided by an advocate, family or friend.			
		28. Safeguarding referrals where the source of risk is a service provider This measure records the proportion of safeguarding referrals where 'source of risk' is a 'service provider'	16%	3% Latest data provided by the service	16%
		29. Adult safeguarding reviews where risk was reduced or removed This measure records the proportion of completed (and substantiated) safeguarding referrals where the risk was reduced or removed. Note: This measure definition will need to be amended in 2016/17 as the conclusion (i.e. substantiated or not) will no longer be a requirement of the statutory return.	60%	78.9% Latest data provided by the service	60%

The health and wellbeing is improved

Commissioning Strategy	Outcome	Measures	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
Wellbeing The purpose of this commissioning strategy is to improve the health and wellbeing of people in Lincolnshire. We think this can be best achieved when people are supported to be independent, make healthier choices and live healthier lives.	People are supported to live healthier lifestyles	30. People referred for alcohol treatment completing treatment in a planned way This measure tracks the percentage of people who leave alcohol treatment in a planned and successful way. (The wider impacts on society are measured by alcohol influenced antisocial behaviour and violence in Protecting the public commissioning strategy – see page 1).	60%	67.53% April – June 2015 Q1 104 clients successfully completed treatment	60% Unable to provide a number of clients successfully completed treatment as the denominator varies each quarter.
	Older people are able to live life to the full and feel part of their communities	31. People receiving support from the Wellbeing Service to maintain their independence through telecare, small aids and adaptations to their home This measure records the percentage of people who cited needs linked to aids and adaptations had their needs met by the Wellbeing Service.	90%	87.31% April – June 2015 Q1 289 people received support	85% Unable to provide a number of people who cited their needs were met as the denominator varies each quarter.
	Peoples' health and wellbeing is improved	32. People aged 40 to 74 offered and received an NHS health check Cumulative percentage of eligible population aged 40-74 offered an NHS health check who received an NHS health check between 2013/14 to 2017/18)	55%	58%	55%
		33. Chlamydia diagnoses (per 100,000 15-24 year olds) Crude rate of chlamydia diagnoses per 100,000 young adults aged 15-24 based on their area of residence.	2,127	1,692 Jan – Mar 2015 Q4	2,127 (for data relating to

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The health and wellbeing is improved

Commissioning Strategy	Outcome	Measures	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
	Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures are how we will monitor and report progress in achieving the outcome.			Apr 2015 - Mar 16) 2,045 (for data relating to Apr 2016 - Mar 17)
		This measure is reported with a 6 month (2 Q lag)			
Community resilience and assets The purpose of this commissioning strategy is for communities in Lincolnshire to be resilient. We think this can be best achieved when people and communities have the information they need to come together, solve the problems they face and build the county they want.	Enable and encourage people to participate in Lincolnshire's culture	34. Contact with the heritage service either in person, on the phone, by email or via the website	4,500,000	2,720,373	4,800,000
		35. Number of visits to Core Libraries and Mobile Library services	These are new measures and therefore no historical data is available. The requirement is for a percentage improvement throughout the contract period and baseline figures will be agreed.		
		36. Number of visits to library website			
		37. Number of hours of community use This measures the number of community spaces booked in libraries; the number of activities offered in libraries and the number of people attending activities and scheduled events for Tier 1 and Tier 2 libraries and Community Hubs.			
	Communities and residents are supported to be involved in local decision making and have their views taken into account	38. Voluntary and community groups/organisations actively supported by Voluntary Sector infrastructure organisations in Lincolnshire	2,000	1,711 cumulative	2,000
	Make a positive difference for our communities	39. We want to make a positive difference for our communities. When we review or introduce a new policy or activity, commission, begin a new project, decommission or help communities to do things for themselves, we will always assess the impact on people with protected characteristics. This analysis helps us to make informed decisions. This is an activity and progress will be published on LCC connects as part of publishing our equalities objectives such as our community engagement strategy and volunteer strategy	N/A as activities		
Readiness for adult life The purpose of this commissioning strategy is for all young people to be prepared and ready for adult life.	Young people are supported to reach their potential	40. Young People Not in Education, Employment or Training This measure counts the number of young people no longer in the education system and who are not working or being trained for work.	5%	2.47%	3.5%
		41. Achievement gap between disadvantaged pupils and their peers at key Stage 4 Disadvantaged pupils that achieve at least 5+ A*- C GCSEs including English and Maths compared to all the other pupils. Disadvantaged pupils are defined as Looked After Children and children eligible for free school meals.	27% Summer 2015	Reported annually in quarter 4 Provisional data 32.3%	29%
		42. Pupils aged 16 – 18 participating in learning This measures young people aged 16, 17 and 18 who are in:- Full time education or training; Apprenticeship; Employment combined with training.	85%	73.18%	87%

The health and wellbeing is improved

Commissioning Strategy	Outcome	Measures	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
	Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures are how we will monitor and report progress in achieving the outcome.			
		43. 16 year olds participation in learning This measures young people who go into:- Full time education or training; Apprenticeship; Employment combined with training; Working towards participation age 16.	97%	82.6%	98%
		44. 16-18 year old Looked After Children participating in Learning This measures young people recorded as being Looked After Children at the end of the reporting period and will not take into consideration the length of time that they have been in local authority care.	85%	67.44%	85%
		45. Care Leavers in Suitable Accommodation A care leaver is a young person who reaches the age of 18 who had been in local authority care.	90%	93.1%	90%
Readiness for school The purpose of this commissioning strategy is for all children to get the best possible start in life so that they are ready to learn when they start school.	There is a secure foundation for all children to progress through school and life	46. Achievement at a good level of development in the Early Years Foundation Stage Children achieving at least the expected level in the Early Learning Goals in the prime areas of learning and in specific areas of literacy and maths.	69%	Reported annually in quarter 4 Provisional data 68.2%	70%
		47. Achievement gap between disadvantaged pupils and their peers at Foundation stage This measure reports the percentage gap in achievement between:- The lowest 20 per cent of achieving children in a local authority compared to the average score across the local authority. The gap is calculated from unrounded percentage	26%	Reported annually in quarter 4 Provisional data 29.4%	25%
Specialist Adult Services	Enhanced quality of life and care for people with learning disability, autism and or mental illness	48. Adults with a learning disability or autism who live in their own home or with their family The measure shows the proportion of all adults with a learning disability who are known to the council, who are recorded as living in their own home or with their family.	75%	73%	75%
		49. Adults in contact with secondary mental health teams living independently Proportion of adults in contact with secondary mental health services living independently, with or without support. (Section 75 arrangement with Health)	55%	56%	60%
		50. Adults who receive a direct payment Proportion of adults supported in the community who receive a direct payment (for adults receiving learning disability or mental health services provided or commissioned by LCC).	47%	47%	50%
		51. Adults who have received a review of their needs This measure ensures adults currently supported in the community or in a residential / nursing placement are reassessed annually (for adults receiving learning disability or mental health services provided or commissioned by the County Council).	95%	48%	95%
	People have a positive experience of care	52. Overall satisfaction with care and support This is a subset of the national Adult Social Care Outcomes Framework 3A measure which comes from the statutory Adult Social Care Survey, and gauges the satisfaction of adults with a learning disability or mental health illness receiving services from or commissioned by the County Council.	81%	Reported annually in Q4	81%
Carers The purpose of this	Carers feel valued and respected and able to maintain their caring roles	53. Carers who receive a direct payment This measure reflects the proportion of carers who receive a direct payment.	70%	55.6%	70%
		54. Carer reported quality of life	Biennial measure (reported in 2016/17)		7.9

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The health and wellbeing is improved

Commissioning Strategy	Outcome	Measures	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
<p>commissioning strategy is to help carers build resilience in their caring role and to prevent young carers from taking on inappropriate caring roles, protecting them from harm. Carers should have appropriate access to support which enables them to improve their quality of life and help prevent crisis.</p>		<p>This is a composite measure which combines individual responses to 6 questions measuring different outcomes related to overall quality of life. These outcomes are mapped to six domains:- occupation, control, personal care, safety, social participation and encouragement and support. Scored out of a maximum of 12. (Survey every 2 years)</p>			
		<p>55. Carers included or consulted in discussions about the person they care for This measure responses to the question in the Carers Survey "In the last 12 months, do you feel you have been involved or consulted as much as you wanted to be, in discussions about the support or services provided to the person you care for?" (Survey every 2 years)</p>	Biennial measure (reported in 2016/17)	71%	
		<p>56. Carers supported to delay the care and support for the person they care for This measure identifies the proportion of all carers supported where the adult(s) they care for do not receive care and support services from Adult Care.</p>	75%	74%	75%
		<p>57. Carers who find it easy to find information about services The relevant question is drawn from the Carers Survey "In the last 12 months, have you found it easy or difficult to find information and advice about support, services or benefits? Please include information and advice from different sources, such as voluntary organisations and private agencies as well as Social Services" (Survey every 2 years)</p>	Biennial measure (reported in 2016/17)	65%	<p>The target is based on the outturn in the 2014/15 survey which was good performance regionally.</p>
		<p>58. Carers supported in the last 12 months per 100,000 The total number of carers supported over the last 12 months with direct and indirect care (personal budgets, commissioned services, information and advice to the carer and respite for the person cared for).</p>	1,271 per 100,000 7,500 carers	1,417 per 100,000 8,361 carers	1,440 per 100,000 8,500 carers
<p>Adult frailty, long term conditions and physical disability</p> <p>The purpose of this commissioning strategy is for the most vulnerable individuals to feel safe and live independently. We think this can be achieved by eligible individuals receiving appropriate care and support, with greater choice and control over their lives.</p>	<p>People are supported to remain independent and at home</p>	<p>59. Permanent admissions to residential and nursing care homes aged 65+ The number of admissions of older people to residential and nursing care homes relative to the population size (65+). This is a national Adult Social Care Outcomes Framework measure 2Aii</p>	982 admissions 599 per 100,000	432 admissions 263 per 100,000	982 admissions 599 per 100,000
	<p>The quality of life for the most vulnerable people is improved</p>	<p>60. Requests for support for new clients, where the outcome was universal services/ signposting This measure demonstrates that the:- Customer Service Centre (CSC); Field Work Team; and Emergency Duty Team (EDT) is able to effectively screen people and signpost to the appropriate agencies without the need for funded social care support.</p>	67%	64% Latest data provided by the service	67%
	<p>The quality of life for the most vulnerable people is improved</p>	<p>61. People using the service with control over their daily life This measure is drawn from the Adult Social Care Survey question 'Which of the following statements best describes how much control you have over your daily life?' (Annual survey)</p>	81%	Reported annually in quarter 4	81%
	<p>People have a positive experience of care and support</p>	<p>62. Adults who receive a direct payment This measure reflects the proportion of all adults supported in the community who receive a direct payment.</p>	34%	27% Latest data provided by the service	34%
		<p>63. Delayed transfers of care from hospital This measure reports the impact of hospital services (acute, mental health and non-acute) and community based care in facilitating timely and appropriate transfer from all hospitals for all adults. This measure reflects the number of delayed transfers of care which are attributable</p>	2.5 per 100,000 population	2.9 per 100,000 population Latest data provided by the service	2.5 per 100,000 population

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The health and wellbeing is improved

Commissioning Strategy	Outcome	Measures	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
	Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures are how we will monitor and report progress in achieving the outcome.			
		to social care services or jointly to social care and the NHS. A delayed transfer of care occurs when a patient is ready for transfer from a hospital bed, but is still occupying such a bed. (Rate per 100,000 population)			
		64. People in receipt of long term support who have been reviewed Lincolnshire County Council has a statutory duty to assess people with an eligible need and once the person has a support plan there is a duty to reassess their needs annually. This measure ensures people currently in receipt of long term support or in a residential / nursing placement are reassessed annually.	89%	46.9%	89%

Businesses are supported to grow

Commissioning Strategy	Outcomes	Measures	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
	Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures are how we will monitor and report progress in achieving the outcome.			
Learn and achieve	Improve educational attainment for all pupils	65. Achievement of 5 or more A*-C grades at GCSE or equivalent including English and maths This measures pupils achieving at least five GCSE's in exams taken at the end of Key Stage 4, against the Department for Education's first result criteria, including English and Maths.	57% Summer 2015	Reported annually in quarter 4	56% Summer 2016
		66. Achievement gap between disadvantaged pupils and their peers at Key Stage 4 This measures the achievement of at least five A* - C GCSEs including English and maths by disadvantaged pupils, compared to all the other pupils at Key Stage 4. Disadvantaged pupils are defined as pupils who are in local authority care (Looked After Children) or pupils who receive free school meals.	27% Summer 2015	Reported annually in quarter 4 Provisional data 32.3%	29%
		67. Education, Health and Care Plans for children with special educational needs and disabilities completed within 20 weeks	100%	Annual Measure reported in Q4	90%
		68. Permanent exclusions This measures the number of permanent term exclusions in all schools (primary, secondary, special schools, academies and maintained schools), divided by the school population and is measured annually by academic year. The exclusions in academic year 2015/16 will not be impacted by the work of the Behavioural Outreach Support Service (BOSS) as the BOSS has only recently been set up. The BOSS will have an impact on 2016/17 and 2017/18 academic years, which will be reported in 2017/18 and 2018/19.	New measure for Council Business Plan 2016/17	Latest provisional data for academic year September 2013-July 2014 15%	Academic year September 2015-July 2016 15% (which equates to around 208/209 children)
Sustaining and growing business and the economy The purpose of this	Jobs created as a result of the Council's support	69. Jobs directly created by county council economic development schemes	758	690	70 ¹
		70. Businesses supported by the Council	350	525	654
		71. Qualifications achieved by Adults	902	796	630

¹ Although the figure is lower than previous years, the definition for the measure has changed and early analysis of the job creation in the £9m of government sponsored business support that the County Council commission and the £43m of government sponsored training that the County Council are now actively influencing suggests that the jobs created figure will be a further 200.

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Commissioning Strategy	Outcomes Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures Measures are how we will monitor and report progress in achieving the outcome.	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
commissioning strategy is for businesses in our most important sectors to be developed, to encourage investment in Lincolnshire and help to train people so that there is a skilled workforce to whom businesses can offer quality jobs.		Number of qualifications achieved (Skills programmes, vocational training programmes, adult and community learning) through programme support by the council.			
		72. External funding attracted to Lincolnshire Amount of external funding attracted to Lincolnshire (including Greater Lincolnshire Local Enterprise Partnership and European Union funding programmes) by the council.	£54,800,000	£0	£15,000,000
Protecting and sustaining the environment The purpose of this commissioning strategy is an environment that supports economic growth. We think this can be best achieved when the environmental opportunities for investment are emphasised whilst still making sure that the natural environment is protected.	Reduce the risk of flooding	73. Flooding incidents within a property This measure is calculated on the basis of the number of formal investigations undertaken by the County Council under section 19 of the Flood and Water Management Act 2010 where the incident involves flooding within a property from any source, although under the Act the County Council only has a responsibility for local flood risk i.e. from surface water, groundwater or ordinary watercourses. Lincolnshire County Council has interpreted a flooding incident to be any in which one or more domestic properties are flooded internally.	This measure is included for context and so It is not appropriate to set a target for this measure	2	This measure is included for context and so It is not appropriate to set a target for this measure
		74. Lincolnshire County Council supported flood alleviation schemes Flood alleviation schemes completed by the County Council or in partnership with others to manage local flood risk.	24	Reported annually in quarter 4	24
	Reduce carbon emissions	75. CO2 emissions from county council activity Carbon dioxide (CO ₂) is a greenhouse gas which contributes, along with other gasses, to global warming and the resulting climate change. The County Council is no different to any other organisation in that its activities use energy and emit significant amounts of these gasses. County Council annual carbon dioxide emissions were calculated in 2011/12 and the baseline figure was reported as 83,006 tonnes. The Council has adopted a target reduction of 22% over a 6 year period, reducing the emission down by 18,261 tonnes to 64,745 tonnes by 31st March 2018.	71,385	Data available in quarter 4 It is the intention that future emissions data will be reported quarterly (with a quarter lag to allow collection of high volume of raw data).	68,065
		76. Lincolnshire CO2 reductions This is a nationally collected (by the Department for Communities and Local Government) set of data that shows the amount of greenhouse gas emissions (CO ₂) from all sectors within the UK. The emissions for Lincolnshire are expressed as the amount of CO ₂ emitted per person (capita).	This measure is included for context and so It is not appropriate to set a target for this measure	6.9 tonnes 2013	This is the latest data available from the Department of Energy and Climate Change, 2014 dataset is due for release in June 2016
	Increase recycling	77. Recycling at County Council owned Household Waste Recycling Centres (HWRC)	New measure in 2016/17	New measure in 2016/17	75%
78. Tonnage of recycling material collected at the kerbside		New measure in 2016/17	New measure in 2016/17	This measure is included for context and so It is not appropriate to set a target for this measure	

Commissioning Strategy	Outcomes Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures Measures are how we will monitor and report progress in achieving the outcome.	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
		79. Household waste recycled and composted The percentage of waste collected by either the County or District Councils which was reused, recycled or composted.	55% Joint Municipal Waste Management Strategy	50.28%	55% Joint Municipal Waste Management Strategy
		80. Garden waste composted The tonnage of green waste collected by either the County or District Councils which was sent for composting.	This measure is included for context and so It is not appropriate to set a target for this measure	24,368 tonnes	This measure is included for context and so It is not appropriate to set a target for this measure
Sustaining and developing prosperity through infrastructure The purpose of this commissioning strategy is for infrastructure that supports economic growth and prosperity. We want to encourage investment and enhance the economic potential of Lincolnshire. We think this can be achieved by encouraging new investment in transport, supporting business, managing and maintaining a high quality highway network and encouraging a reliable and accessible transport service.	Reduce barriers to business growth	81. Lincoln East West Link Road	Construction started November 2014 with completion expected in August 2016.		
		82. Lincoln Eastern Bypass	Outcome of Public Inquiry expected February 2016 with start on site May/June 2016.		
		83. Grantham Southern Relief Road	Phase 1 commenced in September 2015 with completion in June 2016. Phase 2 expected to commence in July 2016 with completion in October 2017. Phase 3 expected to commence in November 2017 with completion in Late 2019.		
		84. Spalding Western Relief Road	Phase 1 now designed and awaiting development stimulus. Phase 2 part of South East Lincolnshire Local Plan consultation process.		
		85. Progress in preparation of the Southern Relief Road	Initial scheme design completed and line protected. Now awaiting development stimulus.		
		86. Condition of Principal roads Annual measure	Not in Council Business Plan 2016/17	3% based on condition surveys done during 2014/15	3%
	87. Condition of Non Principal roads Annual measure	3% based on condition surveys done during 2014/15		3%	
	88. Condition of Unclassified roads Annual measure	30% 2015/16 data		30%	

We effectively target our resources

Commissioning Strategies	Outcomes	Measures	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
<p>How we do our business</p> <p>Enablers to the business</p> <p>Partnership engagement and support</p> <p>These three commissioning strategies have been grouped together as they provide the corporate framework within which the Council works, supports other commissioning strategies and carries out its business.</p>	Effective financial and management accounting arrangements	<p>89. Unqualified annual external audit opinion on the financial statements</p> <p>The external auditor's report is a formal opinion as a result of an external audit. An auditor's report is considered an essential tool when reporting financial information. (Annual Measure)</p>	Unqualified	Unqualified 2013/14 (Latest data)	Unqualified
	General reserves maintained within parameters set by the financial strategy	<p>90. General reserves are 2.5% to 3.5% of the annual budget requirement net of dedicated schools grant</p> <p>General reserves are usually used for strengthening the financial position and meeting future contingencies or to offset potential future losses.</p>	3.5%	3.5%	3.5%
	Maintenance of an adequate governance, risk internal control, regime	<p>91. Unqualified annual external audit opinion on the Council's Value for Money</p> <p>(Annual Measure)</p>	Unqualified	Unqualified for 2014/15 (latest available)	Unqualified
		<p>92. Annual governance statement by the Audit Committee</p> <p>(Review of Council's governance, risk and control framework and assurance arrangements) (Effective or ineffective) (Annual Measure)</p>	Effective with governance issues	Effective with governance issues	Effective with governance issues
		<p>93. Employee turnover</p>	It is not appropriate to set a target for this measure as turnover is provided for context only.	Latest data available for voluntary turnover for 2014/15 (up to February 2015) 11%.	It is not appropriate to set a target for this measure as turnover is provided for context only.
		<p>94. Sickness absence</p>	7.5 days FTE excluding schools As published in the Council Business Plan approved by Council 20 Feb 2015	Latest data is end Feb 2015 7.8 days per FTE excluding schools (8.35 days per FTE including schools).	7.8 days per FTE excluding schools provisional target based on end Feb 2015 data
	Impact and increase employment and apprenticeship opportunities currently offered to young people aged 16 - 24 within Lincolnshire County Council	<p>95. Growth in apprenticeships and the knock on effect of the employment of young people</p> <p>Through the introduction of the new Apprenticeship Levy, plans are place to implement a long term goal to increase the number of apprentices employed in substantive roles year on year. This will be monitored and measured by workforce data showing the increase in young people within the Council undertaking apprenticeships.</p> <p>Information in the most recent workforce report 2014-2015 shows the percentage of young people aged 15 – 24 currently employed within the Council is less than 5%. The current number of apprentices employed is 38. In comparison to other Councils Lincolnshire is not particularly low in the number of 15 – 24 year olds employed, however Lincolnshire has the highest unemployment figure for 16- 24 year olds for (gov.uk statistics)</p>	This is a new measure in 2016/17		To be agreed once the implications of the Apprenticeship Levy (which covers all ages) are understood
	Get better value from our use of land and buildings by assessing performance	<p>96. Revenue savings</p> <p>Savings made by rationalising the property portfolio. Progression is made towards the proposed plan of identified savings.</p>	£639,026 savings	Reported annually in quarter 4	£1 million by March 2019 The target represents what will be achieved

2016/17 targets in this document are informed by latest performance information and are subject to change to reflect 2015/16 out turns; changes in the wider economy; the nature of demand and the consequences of any service reductions. This Council Business Plan will be reviewed as part of quarterly performance reporting. Any proposed changes to reporting will be agreed by the Executive.

Commissioning Strategies	Outcomes Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures Measures are how we will monitor and report progress in achieving the outcome.	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
					if the programme of rationalisation is completed to schedule
		97. Capital receipts Progression through property disposal towards an annually set capital receipts target	Further £2m in 2015/16	£579,000	Target will be confirmed once the Council budget is approved on 19 th February 2015
	Staff are made aware of their information governance responsibilities	98. Information governance training This measure relates to the number of employees that undertake Information Governance training over a 12 month period.	100% (Aspirational as new measure)	Reported annually in Q4	To be confirmed once 2015/16 outturn is known
		99. Information governance policies reviewed and updated within a 12 month period This measure relates to the number of information governance policies that have been subject to review and update within the last 12 months.	100%	Reported annually in Q4	To be confirmed once 2015/16 outturn is known
	Record and investigate all reported security incidents in a timely manner to ensure impact is minimised and effective remedial action undertaken to reduce the likelihood of reoccurrence	100. Reported security incidents Number of reported security incidents relating to Council assets	No target as this was a new process for 2015/16	Reported annually in Q4	To be confirmed once 2015/16 outturn is known
	Meet external information assurance compliance requirements	101. Compliance against external information assurance requirements Compliance with the Department of Health information Governance toolkit (an online system which allows NHS organisations and partners to assess themselves against Department of Health Information Governance policies and standards) and the Public Services Network (the government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources.)	Compliant	Reported annually in Q4	Compliant
	New support services partnership contracts perform effectively and efficiently to allow the Council to achieve its commissioning outcomes	102. Achievement of key performance indicators within the SERCO contract for Information Management Technology; People Management; Finance and Customer Service Centre	Meet targets within the contract	Of the 43 measures, performance by the end of Q2 (Sept 15) was: - 21 met contract Target Service Levels; 2 met contract Minimum Service Levels; 10 were below contract Minimum Service Level; 1 had an excusing cause/mitigation factor associated with it; and 9 had an interim or glide target. Of these 9:- 5 met the	Meet targets within the contract

Commissioning Strategies	Outcomes Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures Measures are how we will monitor and report progress in achieving the outcome.	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
				interim Target Service Levels; 3 met the interim Minimum Service level and 1 was below the interim Minimum Service Level.	
		103. Achievement of key performance indicators within the VINCI Mouchel contract (Property Services)	75%	93.6%	75%

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Appendix B Changes from Council Business Plan 2015/16¹ to 2016/17

Measures removed

Commissioning Strategy	Measure	Reason	Executive Director
Protecting the public	Intelligence reports relating to legal highs	Unable to report against this measure as the methodology has now changed and the pro-forma intelligence logs are no longer being used.	Pete Moore
	Domestic abuse reoffending	Although the Domestic Abuse perpetrators programme is up and running we are not securing the level of participation that would make any figures meaningful. We have work to do on this and linking into Integrated Offender Management and Families Working Together Domestic Abuse work.	Pete Moore
Learn and achieve	Key Stage 2 measures	Change in the assessment framework. Measures will be assessed once further guidance is released from Government.	Debbie Barnes
Children are safe and healthy	Percentage of troubled families turned around Phase 2. This measures the percentage of families meeting the national criteria for an outcome payment.	Phase 2 began in 2015/2016 which means that families need to be identified, then an attachment made with the families before the team is able to work with the families to 'turn them around', which can take from 12-18 months and so there will not be any data to effectively report in 2016/17.	Debbie Barnes
How we do our business	Accountancy service reconfigured to meet the future needs of the council; Planning for the next spending review including maintenance of a 4 year financial model; and Audit plan, including	Service level activities rather than strategic measures	Pete Moore
Enablers to the business			
Partnership engagement and support			

¹ As approved by Council in February 2015

	monitoring through the Audit Committee		
	Successful implementation of Agresso	Project and updates provided through separate reports.	
	Reinforce the Council's commitment to be a good employer through improved employee feedback through the development of staff survey.	Uncertain if a whole Council survey is planned for 2016/17	Debbie Barnes
Safeguarding adults	Safeguarding desired outcomes fully or partially met	This will be in the Department of Health safeguarding return in 2016/17 but has not been developed yet and so there is no data available.	Glen Garrod
	Adult safeguarding reviews involving serious harm or death	This measure is largely not in the control of the County Council	
Specialist Adult Services Please note this commissioning strategy was previously titled Adult Specialties	Excess under 75 mortality rate in adults with common mental illness	Health related measures for which the commissioning strategy lead no longer has a joint responsibility	Glen Garrod
	Excess under 75 mortality rate in adults with serious mental illness		
	Levels of self-harm		
	Recovery rates from psychological therapies		
	Satisfaction with community	The commissioning strategy lead no longer has	

mental health services

responsibility for all community services; satisfaction is gleaned from the Adult Social Care Survey for mental health and learning disability clients receiving social care services only.

Measures added

Commissioning Strategy	Measure	Ref No	Reason	Executive Director
Protecting the public	Satisfaction with responses to crime and anti-social behaviour	12	This measure helps demonstrates achievement against section 17 of the Crime and Disorder Act 1998. "Duty to consider crime and disorder implications" which sets out the requirement for Local Authorities to work in partnership with relevant agencies " ...to do all that it reasonably can to prevent crime and disorder in its area". Satisfaction that the Police and Local Council are dealing with anti-social behaviour and crime issues is a measure of successful multi-agency response in Lincolnshire.	Pete Moore
	Domestic homicides	8	A domestic homicide is identified by the Police and refers to when someone has been killed as a result of domestic violence. It is felt that the number of Domestic Homicides in the County is a complimentary measure to the existing 'reported incidents of domestic abuse' measure.	
Learn and achieve	Permanent exclusions	68	Permanent exclusions are falling nationally but in Lincolnshire they are increasing. Lincolnshire remains a high excluding authority. Lincolnshire's strategy to reduce exclusions and the development of a new behaviour pathway are key to the effective reduction of exclusions.	Debbie Barnes
Specialist Adult Services	Adults who receive a	50		Glen Garrod

Please note this commissioning strategy was previously titled Adult Specialties	direct payment Adults who have received a review of their needs	51	These are priorities for this commissioning strategy	
Carers	Carers supported in the last 12 months per 100,000	58	Provides some context alongside the direct payments measure. The focus of this commissioning strategy is to serve more carers with a squeezed budget and to do that we have to work smarter and shift the profile of provision towards prevention (information and advice, working groups etc.). As a consequence, there is less need for a direct payment (as we have seen from April 2015), so as the direct payment numbers are reducing as a proportion of all carers, the carers supported measure indicates carers supported in different ways.	Glen Garrod
Sustaining and developing prosperity through infrastructure	Condition of Principal roads	86	These are directly related to funding, however the Department for Transport Capital Maintenance Grant is now set until 2020.	Richard Wills
	Condition of Non Principal roads	87		
	Condition of Unclassified roads	88		

Changes to measures

Commissioning Strategy	Measure changed from	Ref	Measure changed to	Reason	Director
Community resilience and assets	Contact with the library service either in person, on the phone, by email or via the website	35	Number of visits to Core Libraries and Mobile Library services	Reflect the new model of service delivery and key measures within	Tony Hill
		36	Number of visits to library website		

		37	Number of hours of community use	the GLL contract	
	Non-Government organisations advised and/ or supported	38	Voluntary and community groups/organisations actively supported by Voluntary Sector infrastructure organisations in Lincolnshire	Rewording	
	We want to make a positive difference for our communities. When we review, or introduce a new policy or activity, commission or begin a new project we look at the impact on people. This analysis helps us to make informed decisions. Please note this equalities objective was not linked to a commissioning strategy in 2015/16 as it was originally agreed by Council in February 2012	39	We want to make a positive difference for our communities. When we review or introduce a new policy or activity, commission, begin a new project, decommission or help communities to do things for themselves, we will always assess the impact on people with protected characteristics. This analysis helps us to make informed decisions.	Equalities objectives reviewed	
How we do our business	We value all of our workforce and want to make sure they are able to do the best job. We are reviewing all of our People Management policies to make sure that they are consistent yet flexible and fit for a modern local authority. Please note this equalities objective was not linked to a commissioning strategy in 2015/16 as it was originally agreed by Council in February 2012	95	Growth in apprenticeships and the knock on effect of the employment of young people	Equalities objectives reviewed	Debbie Barnes
Enablers to the business					
Partnership engagement and support					
Protecting and sustaining the	Waste sent to landfill The tonnage of waste collected by either the	77	Recycling at County Council owned Household Waste Recycling Centres	The recycling measure at	Richard Wills

environment	County or District Councils which was sent to landfill.	78	(HWRC) Tonnage of recycling material collected at the kerbside	HWRC will contribute to the EU 50% recycling target and the recycling material collected at the kerbside measure will allow scope for reporting contamination. The waste sent to landfill measure is no longer a useful measure as the Energy from Waste facility, which has a relatively fixed capacity, diverted waste from landfill.	
	Green waste composted	80	Garden waste composted	Improved description of measure title	
Specialist Adult Services Please note this commissioning strategy was previously titled Adult Specialties	Satisfaction with learning disability and autism care and support services	52	Overall satisfaction with care and support	The scope of the measure has been widened to include mental health services as a combined strategy	Glen Garrod
Carers	Carers supporting people not known to adult care	56	Carers supported to delay the care and support for the person they care	Description amended to make	Glen Garrod

			for	it clearer, the definition for this measure remains the same	
Adult frailty, long term conditions and physical disability	Clients in receipt of long term support who receive a direct payment	62	Adults who receive a direct payment	Description amended to make it clearer, the definition for this measure remains the same	Glen Garrod
Sustaining and growing business and the economy	Jobs created and safeguarded	69	Jobs directly created by county council economic development schemes	(i) the budget has been reduced which means that we are doing less, (ii) related to the previous point, we are seeking to influence and commission third parties rather than deliver services ourselves, and (iii) the external funding that we receive no longer asks us to collect "jobs safeguarded" data.	Richard Wills

Changes to wording of outcomes

Commissioning Strategy	Outcome changed from	Outcome changed to	Director
How we do our business	'Improve and support staff understanding of information risks and the impact of data breaches'	'Record and investigate all reported security incidents in a timely manner to ensure impact is minimised and effective remedial action undertaken to reduce the likelihood of reoccurrence.'	Judith HetheringtonSmith
Enablers to the business			
Partnership engagement and support	'Develop the enterprise approach to information governance/assurance to ensure external compliance requirements are met'	Meet external information assurance compliance requirements	

Other changes

For ease of presentation:-

- Reported Security Incidents will be reported with be a drill down to the various reasons such as process failure.
- Compliance against external information assurance requirements will be reported with a drill down to Department of Health information Governance toolkit and Public Services Network Compliance.
- Amended the description of the SERCO measure to: Achievement of key performance indicators within the SERCO contract for Information Management Technology; People Management; Finance and Customer Service Centre.
- The separate Customer Service Centre measure has been removed as it was duplicated in the SERCO measure.

Appendix C - Equalities Objectives in the draft Council Business Plan 2016/17

Commissioning Strategy	Proposed equality objective (Commissioning strategy outcome)	Measures Ref	Aims of the Public Sector Equality Duty
Protecting the public	Increase public confidence in how we tackle domestic abuse	7, 8, 9	Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
	Reduce the number of young people committing a crime	14, 15, 16, 17	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it. Foster good relations between people who share a protected characteristic and people who do not share it.
Children are safe and healthy	Children are safe and healthy	22, 23, 24, 25	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Readiness for adult life	Young people are supported to reach their potential	40, 41, 42, 43, 44, 45	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Readiness for school	There is a secure foundation for all children to progress through school and life	47	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Learn and achieve	Improve educational attainment for all pupils	66	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Specialist Adult Services	Enhanced quality of life and care for people with learning disability, autism and or mental health	48, 49, 50, 51	Advance equality of opportunity between people who share a protected characteristic and people who do not share it
	People have a positive experience of care	52	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Carers	Carers feel valued and respected and able to maintain their caring roles	53, 54, 55, 56, 57	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.

Safeguarding adults	Safeguarding adults whose circumstances make them vulnerable, protecting them from avoidable harm and acting in their best interests where they lack capacity	26, 27, 28, 29	Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Community resilience and assets	Make a positive difference for our communities	39	Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
How we do our business Enablers to the business Partnership engagement and support	Impact and increase employment and apprenticeship opportunities currently offered to young people aged 16 - 24 within Lincolnshire County Council.	95	Advance equality of opportunity between people who share a protected characteristic and people who do not share it Foster good relations between people who share a protected characteristic and people who do not share it.

Open Report on behalf of Richard Wills, Executive Director of Economy and Environment

Report to:	Overview and Scrutiny Management Committee
Date:	28 January 2016
Subject:	South East Lincolnshire Draft Local Plan

Summary:

This report updates Members on the progress of the South East Lincolnshire Draft Local Plan and its implications for the County Council.

Actions Required:

The Committee is invited to consider and comment on the contents of this report. These comments will be forwarded to the South East Lincolnshire Local Plan Team for their consideration.

Background

1. The South East Lincolnshire Local Plan is a statutory planning document currently being prepared by the South East Lincolnshire Joint Policy Unit (JPU) on behalf of the South East Lincolnshire Joint Planning Committee. This is a specially constituted statutory body designed to deliver a comprehensive local plan covering Boston Borough and South Holland District. Lincolnshire County Council (LCC) is a statutory partner with representation on the committee and also provides officer time to support the work programme of the JPU.

2. The Local Plan will guide development and the use of land in South East Lincolnshire from the 1 April 2011 to 31 March 2036, and will help to shape how the area will change over this period. The Local Plan must be based upon adequate, up-to-date and relevant evidence about the area's characteristics and future prospects, and must reflect the vision and aspirations of the local community. It will need to deal effectively with the issues facing the area, and has many roles, including:

- identifying those areas of land that need to be developed for new homes, shops, or employment uses in order to meet the area's needs;
- identifying those areas of land which must be protected from development – perhaps because of their historic or environmental importance;
- ensuring that infrastructure and local facilities are provided at the same time as new homes; and

- setting out policies against which planning applications can be judged.

Consultation

The Joint Committee originally intended to produce the Local Plan in two parts:

- a Strategy and Policies development plan document (DPD) that would set out the vision, priorities and policies, and identify broad locations for change, growth and protection; and
- a Site Allocations DPD that would identify the sites that would be developed for specific uses, and the areas where particular policies would apply.

The first two public consultation stages were concerned with the production of only the Strategy and Policies DPD, and were:

- an initial stakeholder engagement/visioning exercise in January – April 2012; and
- a public consultation on the Combined Preferred Options and Sustainability Appraisal Report (the Preferred Options report) in May – June 2013.

Subsequently, the Joint Committee decided to produce the Local Plan as a single document, and hence, this draft Local Plan (including site options for development) includes the vision, strategic priorities, policies and options for allocations of land for development. However, it is based upon the earlier work, and seeks to deal with the issues raised by consultees at the first two stages of consultation.

Since no site-specific proposals, other than broad locations have been the subject of previous public consultation, the majority of sites featured in the Policies Map are being treated as 'options', from which 'preferred options' will be identified following consideration of the comments received during the public consultation.

The remaining stages are set out below:

Stage	Date
Public consultation on the Draft Local Plan – this stage	January to February 2016
Public consultation on the Publication Draft Local Plan	June-July 2016
Formal submission of the Publication Draft Local Plan to the Planning Inspectorate	August 2016
Independent Examination	November 2016
Adoption of the Local Plan	February 2017

Formal consultation on the Draft Local Plan commenced on Friday, 8 January 2016 and will last for six weeks. All comments must be received by 5 pm on Friday, 19 February 2016. The consultation documents include the Draft Local Plan (comprising the Policies Map, Insets and written statement) and the Joint Committee-approved background papers.

In addition to this draft Local Plan, a suite of documents forms the evidence base to support the policies and proposals in the Draft Local Plan. All of these documents can be viewed on the Local Plan website at www.southeastlincslocalplan.org. In order to provide further assistance in understanding the contents of the Draft Local Plan, the following documents will be available to supplement the documents making up the Local Plan evidence base:

- a non-technical summary of the sustainability appraisal;
- an interim statement on the 'duty to cooperate'; and
- a draft version of the South East Lincolnshire Infrastructure Delivery Plan.

A hard copy of the Draft Local Plan has been sent out with the agenda for members of the Committee. The Policies Map and Inset Maps are available for inspection at:

<http://www.southeastlincslocalplan.org/wordpress/south-east-lincolnshire-local-plan-draft-for-public-consultation-january-2016/>

The written statement sets out the vision for South East Lincolnshire, the strategic priorities for the area and thirty-two policies to guide the development and use of land within it. Most of the policies can be split into two categories: those providing strategic direction and those providing general guidance on day-to-day development-management matters. The remainder relate to site-specific proposals for development.

Within the written statement, each boxed policy is followed by a section setting out the 'justification' for it. Prior to each policy box is an 'options considered' section which details the different approaches to policy formulation that have been considered. The choice of preferred option has been informed by a process of 'sustainability appraisal'. A second process of sustainability appraisal has then been applied to the emerging policy to inform its final wording.

Content of the Draft Local Plan

The main policy approach may be summarised thus:

- It is a plan which welcomes growth in jobs (17,600), homes (18,250) and supporting infrastructure;
- Growth is focused in or adjacent to the main urban centres of Boston (5,900 dwellings), Spalding (5720 dwelling) and Holbeach (1,340 dwellings);
- Significant growth is also promoted in the larger villages (classified as "Main Service Centres"), particularly Long Sutton, Kirton and Swineshead;
- Limited growth is allowed in the remaining "Minor Service Centres";

- Policies to ensure infrastructure is delivered alongside growth, with specific infrastructure requirements listed for the major sustainable urban extensions;
- A strategic approach to managing flood risk, including required mitigation where appropriate;
- Policies to protect the special features of South East Lincolnshire, including protected habitats, historic environment, pollution, climate change, open space and design; and,
- Support for sustainable transport measures as well as highways improvements.

Key Issues for Lincolnshire County Council (LCC)

LCC as a key partner has been closely involved in the formulation of the Local Plan and supports the overall approach to promoting and managing growth in South East Lincolnshire. There are a number of key issues for LCC to consider:

- The total number of homes to be built (730 p.a.) is slightly higher than the historic average since 1976, but is considered deliverable;
- Although the preferred spatial strategy is one of relative urban concentration in the context of a sparsely populated rural area, there is considered to be too much housing targeted at Minor Service Centres which are relatively unsustainable compared to larger settlements;
- Related to the previous point, LCC believes the growth potential of Holbeach should be enhanced by increasing the housing target to c. 2,000. This will allow two major housing sites (one partly owned by LCC) to contribute financially to improved education, health and highways improvements. Officers will make a detailed representation on this matter;
- LCC has committed some of its capital programme to highway improvements in Spalding (£10m contribution to delivery of the Spalding Western Relief Road) and Peppermint Junction in Holbeach;
- There will be increased pressure placed on LCC's budgets and resources in a time of austerity in the following ways:
 - Social Services – in addition to the national trend of an ageing population, South East Lincolnshire is considered an attractive destination for retirees in-migrating from more expensive parts of the country;
 - Children's Services – additional schools and nurseries will be required to meet the growing population along with the necessary teachers and support staff;

- Transport – increased traffic and demands on public transport will require additional investment in roads, bus services and cycle provision;
- Health – although a NHS responsibility, additional GP surgeries will be required and provided via the planning process.
- Reductions in central government departmental spending will be offset by greater demands on the private sector through developer contributions (Community Infrastructure Levy and Sc 106 undertakings). However, lower land values, especially in Boston, may prove to be a challenge.

Conclusion

This is an ambitious but deliverable Local Plan which seeks to balance the government's requirement that local authorities meet their own objectively assessed housing need with protection of the natural environment. Jobs growth will support an increasing population and improved tax revenues will be available to fund the necessary physical and social infrastructure required for sustainable and civilised living,

Consultation

Policy Proofing Actions Required

N/A

Background Papers

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

This report was written by Phil Hughes, who can be contacted on 01522 554806 or phil.hughes@lincolnshire.gov.uk

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Open Report on behalf of Richard Wills, Executive Director Responsible for Democratic Services

Report to:	Overview and Scrutiny Management Committee
Date:	28 January 2016
Subject:	Review of Scrutiny

Summary:

This report seeks to summarise the views of the Overview and Scrutiny Management Committee when it considered the independent report following a review of scrutiny at Lincolnshire County Council and provide a framework for delivering improvements.

Actions Required:

Councillors are invited to:

- 1) note the progress already made on the recommended changes to scrutiny at Lincolnshire County Council.
- 2) establish a working group to consider the recommendations in detail and report back to the Committee on the options for delivery, in accordance with the terms of reference attached as Appendix A to this report.
- 3) agree the membership of the working group and timescales for the group to report back to the Committee.

1. Background

Story so far

1.1 At its meeting on 21 December 2015, the Overview and Scrutiny Management Committee considered an independent report prepared by Dr Stuart Young, Executive Director at East Midlands Councils.

1.2 The report included 17 recommendations designed to improve the way scrutiny is carried out at Lincolnshire County Council, both culturally and structurally.

1.3 It had been considered by Council on 18 December 2015, when there had been broad support for the recommendations. Council agreed that the Overview

and Scrutiny Management Committee should lead on the implementation of the recommendations. It was further agreed by Council that structural changes, based on the '5+1 model', should be implemented in time for the 2017 County Council election.

1.4 The Committee accepted responsibility for leading on this work and agreed that a working group of its members should be established to consider the recommendations in detail and report back to the Committee with options for implementation.

Support for recommendations

1.5 The Committee expressed broad support for all the recommendations and noted that there were some areas for improvement that could be implemented with immediate effect. These included:

- Improvements to the communication lines between the Executive and Scrutiny Committees. The Committee felt there should be more feedback from the Executive on its response to recommendations and comments from scrutiny. The Committee also felt there was a role for Scrutiny Chairmen/Vice-Chairmen to attend Executive meetings to give a flavour of the debate at scrutiny.
- There was a view that scrutiny should be involved earlier in the decision-making process to help develop the policy.
- It was felt that corporate communications could help to demonstrate impacts and benefits of scrutiny work.
- There was widespread acceptance that there would be benefit in developing councillors' scrutinising skills. (Members were informed that a development session was being organised for 11 February 2016 with questioning skills and agenda setting among the topics for development).
- The Committee felt that scrutiny officers should assume a greater advisory role.
- It was largely accepted that there was a need for more effective leadership on scrutiny matters. The Overview and Scrutiny Management Committee would play a major role in this, which was reflected by the Council's decision to give the responsibility for scrutinising the council's overall budget and performance to the Committee.

Next steps

1.6 Members may have already noticed examples of improvements to the way the Council approaches overview and scrutiny. There has been a marked increase in the detailed comments from the scrutiny committees to the Executive in recent months. There have also been recent examples of increased public engagement. It is suggested that the working group should focus on maintaining that improvement through:

- a) Culture change
- b) Closer working with the Executive
- c) Structural change

1.7 A draft terms of reference for the working group is attached at Appendix A for members to consider.

1.8 In view of the Council's wish to have the new structure in place for the 2017 election, it is suggested that the working group could report back to the Committee in April on closer working with the Executive; in July on cultural change; and November on structural change.

2. Conclusion

An independent report has recommended a number of areas of improvement to the way the Council approaches scrutiny. This Committee has been given the lead role in implementing those recommendations. It is suggested that the Committee establishes a working group to look at the recommendations in detail and report back to this Committee.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Scrutiny Review Working Group Terms of Reference

5. Background Papers

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

Document title	Where the document can be viewed
A Review of Scrutiny at Lincolnshire County Council - Final Report	Democratic Services

This report was written by Nigel West, who can be contacted on 01522 552840 or nigel.west@lincolnshire.gov.uk.

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Scrutiny Review Working Group Terms of Reference

Objective

To aid the Overview and Scrutiny Management Committee (OSMC) in implementing the recommendations in an independent review of scrutiny at Lincolnshire County Council.

Role of the Working Group

To consider in detail the recommendations of the Review of Scrutiny Final Report and report back to the Overview and Scrutiny Management Committee on the options for delivery of improvements, with particular reference to:

- Cultural Change
- Closer working with the Executive
- Structural Change

To make recommendations on any constitutional changes required to implement the improvements.

Membership

(To be determined by the Overview and Scrutiny Management Committee)

Timescales

The Working Group will be expected to report back to OSMC on closer working with the Executive in April; on cultural change in July; on structural change in November.

Support

Administrative Support will be provided for the Working Group by the Scrutiny team.

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Open Report on behalf of Richard Wills, Director responsible for Democratic Services

Report to:	Overview and Scrutiny Management Committee
Date:	28 January 2016
Subject:	Overview and Scrutiny Work Programme

Summary:

This item enables the Overview and Scrutiny Management Committee to consider both its own work programme and the scrutiny committee work programmes for 2016. The Committee is invited to consider and comment on the content of the work programmes.

Actions Required:

1. To consider and comment on the content of the Overview and Scrutiny Management Committee work programme, as set out at Appendix A.
2. To approve the work programmes from overview and scrutiny committees set out at Appendix B, or where it feels clarification on certain elements is required, to refer back to the relevant committee for further information prior to approval.
3. To consider and comment on the Working Group activity as set out at Appendix C to this report.
4. To comment on the work programmes in light of the Executive Forward Plan as set out at Appendix D.

1. Background

Overview and Scrutiny Management Committee

The Overview and Scrutiny Management Committee meets on a monthly basis. Each agenda includes the following items: -

- Call ins (if required)
- Councillor Call for Action (if required)
- Overview and Scrutiny Management Committee Work Programme.
- Scrutiny Committee Work Programmes
- Summary of any Task and Finish Group and Working Group activity

The work programme for this Committee is set out in Appendix A. The Overview and Scrutiny Management Committee is invited to consider and comment on the content of this programme.

Scrutiny Committee Work Programmes

The work programme for each scrutiny committee is set out at Appendix B for consideration. These documents provide Members with a key opportunity to manage the work programme of all scrutiny committees.

Committee Working Group Activity

Overview and Scrutiny Committees may establish informal working groups, which usually meet on one or two occasions, usually to consider matters in greater detail, and then to put their proposals to Committee. Details of Working Group activity is set out at Appendix C.

Executive Forward Plan

The Executive Forward Plan of key decisions to be taken from 1 February 2016 is set out at Appendix D. This is background information for the Committee's consideration to ensure that all key decisions are scrutinised by the relevant scrutiny committee.

2. Conclusion

That consideration is given to the content of this report.

3. Consultation

a) Policy Proofing Actions Required

This item does not require Policy Proofing.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Overview and Scrutiny Management Committee Work Programme
Appendix B	Scrutiny Committee Work Programmes
Appendix C	Task and Finish Group and Working Group Activity
Appendix D	Executive Forward Plan

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**WORK PROGRAMME**

28 January 2016		
Item	Contributor	Purpose
Call-in (if required)		Call-in
Councillor Call for Action (if required)		CCfA
Council Budget 2016/17	David Forbes County Finance Officer	Budget Scrutiny
Review of Financial Risk Assessment	David Forbes County Finance Officer	Status Report
Draft Council Business Plan 2016/2017	Jasmine Sodhi Performance and Equalities Manager	Pre-Decision Scrutiny (Executive on 2 February 2016 and Council on 19 February 2016)
South East Lincolnshire Draft Local Plan	Andy Gutherson County Commissioner for Economy and Place	Consultation
Review of Scrutiny	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Review Activity
Overview and Scrutiny Work Programme	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Status Report

25 February 2016		
Item	Contributor	Purpose
Call-in (if required)		Call-in
Councillor Call for Action (if required)		CCfA
2015/16 Council Business Plan Quarter 3	Jasmine Sodhi Performance and Equalities Manager	Budget Scrutiny / Performance Scrutiny
Treasury Management Performance Quarter 3	Karen Tonge Treasury Manager	Performance Scrutiny
Overview and Scrutiny Work Programme	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Status Report

24 March 2016		
Item	Contributor	Purpose
Call-in (if required)		Call-in
Councillor Call for Action (if required)		CCfA

24 March 2016		
Item	Contributor	Purpose
Overview and Scrutiny Work Programme	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Status Report

28 April 2016		
Item	Contributor	Purpose
Call-in (if required)		Call-in
Councillor Call for Action (if required)		CCfA
Overview and Scrutiny Work Programme	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Status Report

For more information about the work of the Overview and Scrutiny Management Committee please contact Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, on 01522 552840 or by e-mail at nigel.west@lincolnshire.gov.uk

SCRUTINY COMMITTEE WORK PROGRAMMES**ADULTS SCRUTINY COMMITTEE**

Chairman: Councillor Hugo Marfleet
 Vice Chairman: Councillor Rosie Kirk

24 February 2016 – 10.00 am		
Item	Contributor	Purpose
Adult Safeguarding Report	David Culy, Lincolnshire Safeguarding Adults Board Business Manager	Status Report
Adult Care – Quarter 3 Performance Information	Emma Scarth, County Manager, Performance, Quality and Development	Performance Scrutiny
Adult Care Customer Pathways	Glen Garrod, Director of Adult Social Services Emma Scarth, County Manager, Performance, Quality and Development	Status Report
Better Care Fund 2016-17	Glen Garrod, Director of Adult Social Services David Laws, Adult Care Strategy Financial Advisor	Budget Scrutiny
Minutes of the Safeguarding Scrutiny Sub Group Meeting – 6 January 2016	Catherine Wilman, Democratic Services Officer.	Update Report

6 April 2016 – 10.00 am		
Item	Contributor	Purpose
Care Quality Commission Inspection Update	Deanna Westwood, Inspection Manager, Adult Social Care Directorate, Central Region, Care Quality Commission	Update

6 April 2016 – 10.00 am		
Item	Contributor	Purpose
Adult Care – Seasonal Resilience	Pete Sidgwick, Assistant Director of Adult Social Services, Adult Frailty and Long Term Conditions Lynne Bucknell, County Manager - Special Projects and Hospital Service	Status Report
Minutes of the Safeguarding Scrutiny Sub Group Meeting – 6 April 2016	Catherine Wilman, Democratic Services Officer	Update Report

25 May 2016 – 10.00 am		
Item	Contributor	Purpose
Adult Care Workforce Development	Barry Earnshaw, Chairman and Director of the Lincolnshire Care Association (To be confirmed)	Status Report
Personal Budgets – Processes and Context	Emma Scarth, County Manager, Performance, Quality and Development Jane Mason, County Manager, Carers	Status Report
Lincolnshire Assessment and Reablement Service	Representative from Allied Health Care (To be confirmed)	Status Report
Adult Care – Quarter 4 and Full Year - Performance Information	Emma Scarth, County Manager, Performance, Quality and Development	Performance Scrutiny

For more information about the work of the Adults Scrutiny Committee please contact Simon Evans, Health Scrutiny Officer, on 01522 553607 or by e-mail at simon.evans@lincolnshire.gov.uk

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

Chairman: Councillor John Hough
 Vice Chairman: Councillor Ray Wootten

4 March 2016		
Item	Contributor	Purpose
Review of the Council's Home to School Transport Policy in relation to Discretionary Grammar School Transport – Final Report	Tracy Johnson Senior Scrutiny Officer	Scrutiny Review Activity
School Performance 2015	Keith Batty Director of CfBT Education Services	Performance Scrutiny
Exclusion Strategy	John O'Connor Children's Service Manager – Education Support	Status Report
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Update	Cllr Ron Oxby Chairman of the Sub Group	Member Report
Theme Performance: Quarter 3	Sally Savage Chief Commissioning Officer – Children's	Performance Scrutiny
Update from School Improvement Working Group	Cllrs Mrs Jackie Brockway and Sarah Dodds and Emma Olivier-Townrow Working Group Members	Member Report
Progress 8 Workshop 2.00pm – 3.30pm		

15 April 2016		
Item	Contributor	Purpose
Proposal to consider the potential closure of Saltfleetby CE Primary School (final decision)	John O'Connor Children's Service Manager – Education Support	Pre-Decision Scrutiny (Executive Councillor decision on 29 April 2016)
Implementation of SEND Reforms – Lessons Learned and Progress Report	Sheridan Dodsworth Children's Service Manager – SEND John O'Connor Children's Service Manager – Education Support	Status Report
Corporate Parenting Panel Update	Cllr David Brailsford Chairman of the Panel	Member Report
Additional Item		
Additional Item		
Additional Item		

27 May 2016		
Item	Contributor	Purpose
Frontline Social Workers and Safeguarding Scrutiny Review – Second Monitoring Update	Janice Spencer Assistant Director – Children's (Safeguarding)	Scrutiny Review Activity
Theme Performance: Quarter 4	Sally Savage Sally Savage Chief Commissioning Officer – Children's	Performance Scrutiny
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Update	Cllr Ron Oxby Chairman of the Sub Group	Member Report
Additional Item		
Additional Item		
Additional Item		

For more information about the work of the Children and Young People Scrutiny Committee please contact Tracy Johnson, Senior Scrutiny Officer, on 01522 552164 or by e-mail at Tracy.Johnson@lincolnshire.gov.uk

COMMUNITY AND PUBLIC SAFETY SCRUTINY COMMITTEE

Chairman: Councillor Chris Brewis
Vice Chairman: Councillor Linda Wootten

9 March 2016		
Item	Contributor	Purpose
Community Engagement Strategy Revision	Nicole Hilton, Community Assets and Resilience Commissioning Manager	Pre-Decision Scrutiny <i>Executive: 5 April 2016</i>
The Future Shape of the Coroners Service	Donna Sharp, County Services Manager Registration, Celebratory & Coroners	Pre-Decision Scrutiny <i>Executive: 5 April 2016</i>
Integrated Risk Management Plan	Nick Borrill, Acting Chief Fire Officer	Consultation
Quarter 3 Performance – 1 October to 31 December 2015	Mark Housley, County Officer Public Protection; Tony McGinty, Consultant in Public Health; Nick Borrill, Acting Chief Fire Officer	Performance Scrutiny
Annual Report of the Director of Public Health on the Health of the People of Lincolnshire 2015	Tony Hill, Director of Public Health	Update Report
Libraries Update	Tony McGinty, Consultant in Public Health	Update Report

13 April 2016		
Item	Contributor	Purpose
Assuring Sustainability of the Lincolnshire Archive	Tony McGinty, Consultant in Public Health	Pre-Decision Scrutiny <i>Executive: 4 May 2016</i>
Lincolnshire Resilience Forum	David Powell, Head of Emergency Planning	Status Report
Domestic Abuse Update	Karen Shooter, County Domestic Abuse Manager	Update Report
Substance Misuse Treatment Recommissioning Update	Tony McGinty, Consultant in Public Health; Robin Bellamy, Wellbeing Commissioning Manager	Update Report
Lincolnshire Community Safety Partnership Priority Areas Update	Mark Housley, County Officer Public Protection; Sara Barry, Safer Communities Manager	Update Report
Lincolnshire Association of Local Councils (LALC)	Trisha Carter, Chief Executive LALC	Update Report

13 April 2016		
Item	Contributor	Purpose
Sitting as the Crime and Disorder Committee		
Crime and Disorder Priorities Progress Report	Mark Housley, County Officer Public Protection	Update Report

01 June 2016		
Item	Contributor	Purpose
Quarter 4 Performance – 1 January to 31 March 2016	Mark Housley, County Officer Public Protection; Tony McGinty, Consultant in Public Health; Nick Borrill, Acting Chief Fire Officer	Performance Scrutiny

Items to be scheduled

- Domestic Abuse Update
- Crime and Disorder Priorities Progress Report
- Libraries Update and Performance Reporting
- Update on Local Welfare Support Scheme
- Update on Exercise Barnes Wallace

For more information about the work of the Community and Public Safety Scrutiny Committee please contact Daniel Steel, Scrutiny Officer, on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

ECONOMIC SCRUTINY COMMITTEE

Chairman: Councillor Tony Bridges
 Vice Chairman: Councillor Chris Pain

23 February 2016		
Item	Contributor	Purpose
Agreement of Strategic Economic Plan for Greater Lincolnshire	Justin Brown Enterprise Commissioner	Pre-Decision Scrutiny (Executive Councillor Decision on 29 February 2016)
Adoption of the Outcomes of the Tourism Review	Mary Powell Commissioning Manager (Tourism)	Pre-Decision Scrutiny (Executive Councillor Decision on 31 March 2016)
International trade prospects for Lincolnshire businesses	Justin Brown Enterprise Commissioner	Status Report
Impact of Transportation on Maximising Economic Growth (ITMEG) – Third Monitoring Update	Andy Gutherson County Commissioner for Economy and Place	Scrutiny Review Activity
Theme Performance: Quarter 3	Justin Brown Enterprise Commissioner	Performance Scrutiny
Greater Lincolnshire Local Enterprise Partnership (GLLEP) Coastal Vision and Water Management Plan – Update	David Hickman Environment Commissioner	Update Report

12 April 2016		
Item	Contributor	Purpose
Role of Apprenticeships in Growing the Local Economy	Clare Hughes Principal Commissioning Officer (LEP)	Update Report
University of Lincoln's Plan for a Medical School	Professor Sara Owen University of Lincoln Tony Hill Executive Director of Public Health	Status Report

24 May 2016		
Item	Contributor	Purpose
Theme Performance: Quarter 4	Justin Brown Enterprise Commissioner	Performance Scrutiny
Place Marketing – Update	Lydia Rusling Senior Commissioning Officer (Investment)	Update Report

Items to be scheduled

- Grantham Southern Economic Corridor
- The Economic Value of Nature Tourism in Greater Lincolnshire
- Midlands Engine / Northern Powerhouse

For more information about the work of the Economic Scrutiny Committee please contact Tracy Johnson, Senior Scrutiny Officer, on 01522 552164 or by e-mail at Tracy.Johnson@lincolnshire.gov.uk

ENVIRONMENTAL SCRUTINY COMMITTEE

Chairman: Councillor Lewis Strange

Vice Chairman: Councillor Mrs Victoria Ayling

29 January 2016, 10.00am		
Item	Contributor	Purpose
Budget Proposals for 2016/17	Michelle Grady, Assistant Head of Finance	Budget Scrutiny
Lincolnshire Energy Switch Scheme	Doug Robinson, Sustainability Team Leader	Update Report
Water Recycling Centres Update (Ingoldmells, Spalding and Fishtoft)	Paul Dimbleby, Anglian Water	Update Report

26 February 2016, 10.00am		
Flood and Drainage Management Scrutiny Committee		
Item	Contributor	Purpose
Environment Agency Update <ul style="list-style-type: none"> • Louth and Horncastle Flood Alleviation Schemes Update • Boston Barrier Update 	Deborah Campbell, Environment Agency	Update Report
River Welland Navigation – Waterways Update	Deborah Campbell, Environment Agency	Verbal Update
River Steeping Update	Environment Agency + Lindsey Marsh Drainage Board	Update Report
Coastal Vision and Water Management	David Hickman, Environment Commissioner	Update Report
The Potential Impact of Devolution on Flood and Drainage Management	David Hickman, Environment Commissioner	Status Report
Investigations held under Section 19 of the Flood and Water Management Act 2010	Mark Welsh, Flood Risk and Development Manager	Update Report
The Involvement of Anglian Water in Planning Applications	Jonathan Glerum, Flood Risk Manager, Anglian Water	Update Report

11 March 2016, 10.00am		
Item	Contributor	Purpose
Quarter 3 Performance – 1 October to 31 December 2015	Sean Kent, Group Manager Environmental Services	Performance Scrutiny
Low Carbon Heating Network – Progress Report	Sean Kent, Group Manager Environmental Services	Update Report

29 April 2016, 10.00am		
Item	Contributor	Purpose
Mixed Dry Recyclables Contract – Update	Sean Kent , Group Manager Environmental Services and Chris Mountain (Mid-UK)	Update Report

Items to be scheduled

- Climate Local Action Plan Annual Report
- The Flood Re-Insurance (Flood Re) Scheme - Regulations

For more information about the work of the Environmental and Flood and Drainage Management Scrutiny Committees please contact Daniel Steel, Scrutiny Officer, on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE

Chairman: Councillor Mrs Christine Talbot

Vice Chairman: Councillor Chris Brewis

17 February 2016		
Item	Contributor	Purpose
United Lincolnshire Hospitals NHS Trust Portfolio Improvement Programme	Jan Sobieraj, Chief Executive, United Lincolnshire Hospitals NHS Trust Michelle Rhodes, Director of Nursing, United Lincolnshire Hospitals NHS Trust	Update Report
United Lincolnshire Hospitals NHS Trust – Pharmacy Services	Colin Costello, Chief Pharmacist, United Lincolnshire Hospitals NHS Trust	Update Report
Adult Psychology Service – Developments in Provision	Dr John Brewin, Chief Executive, Lincolnshire Partnership NHS Foundation Trust (to be confirmed)	Status Report
Lincolnshire Partnership NHS Foundation Trust – Draft Clinical Strategy 2016-17	Chris Higgins, Deputy Director of Strategy and Business Planning, Lincolnshire Partnership NHS Foundation Trust	Consultation
Arrangements for Consideration of Quality Accounts 2015-2016	Simon Evans, Health Scrutiny Officer.	Status Report
Child and Adolescent Mental Health Services – Healthwatch Perspective (To be confirmed.)	Sarah Fletcher, Chief Executive, Healthwatch Lincolnshire	Status Report

16 March 2016		
Item	Contributor	Purpose
Lincolnshire Partnership NHS Foundation Trust – Outcomes from Care Quality Inspection	Dr John Brewin, Chief Executive, Lincolnshire Partnership NHS Foundation Trust	Status Report
Annual Report of the Director of Public Health on the Health of the People of Lincolnshire	Dr Tony Hill, Executive Director of Community Wellbeing and Public Health, Lincolnshire County Council	Status Report

16 March 2016		
Item	Contributor	Purpose
Universal Health Ltd: Four Lincolnshire GP Surgeries	Dr John Brewin, Chief Executive, Lincolnshire Partnership NHS Foundation Trust A Representative from Lincolnshire and District Medical Services Ltd	Status Report
Urgent Care – Constitutional Standards Recovery and Winter Resilience	Sarah Furley, Urgent Care Programme Director, Lincolnshire East Clinical Commissioning Group	Update Report
St Barnabas Hospice – Palliative Care and End of Life Care	Chris Wheway, Chief Executive, St Barnabas Hospice Trust	Status Report
South Lincolnshire CCG Update	Caroline Hall, Acting Chief Officer, South Lincolnshire Clinical Commissioning Group	Update Report

20 April 2016		
Item	Contributor	Purpose
Boston West Hospital	Carl Cottam, General Manager, Boston West Hospital Sue Harvey, Matron, Boston West Hospital	Status Report

Items to be programmed

- Reducing Obesity for Adults and Children
- Dementia and Neurological Services
- Exercise Black Swan - Outcomes and Learning
- Queen Elizabeth Hospitals, King's Lynn – General Update Report
- Lincolnshire Health and Care – Strategic Outline Case
- The Prevention Agenda
- Dentistry
- Lincolnshire West CCG Update on Delegated Commissioning

For more information about the work of the Health Scrutiny Committee for Lincolnshire please contact Simon Evans, Health Scrutiny Officer, on 01522 553607 or by e-mail at Simon.Evans@lincolnshire.gov.uk

HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE

Chairman: Councillor Michael Brookes

Vice Chairman: Councillor Andrew Hagues

7 March 2016		
Item	Contributor	Purpose
Performance Report - (to include Major Schemes, Lincolnshire Highways Alliance and Customer Satisfaction)	Steve Willis, Chief Operating Officer, Development Services; Paul Rusted, Infrastructure Commissioner	Performance Report
Future Service Delivery	Paul Rusted, Infrastructure Commissioner	Update Report
Winter Maintenance Update	David Davies, Principal Maintenance Engineer	Update Report
Roundabout Advertising Update	Paul Little, Network Manager North	Update Report
Grantham Transport Strategy	Satish Shah, Network Manager South	Status Report
Enhancing our Users' Experience	Satish Shah, Network Manager South	Status Report

18 April 2016		
Item	Contributor	Purpose
Major Schemes Update	Paul Rusted, Infrastructure Commissioner	Update Report (Verbal)
Total Transport Update	Anita Ruffle, Group Manager PTU	Update Report
CCTV Pilot Scheme – Parking enforcement outside schools	Matt Jones, Parking Services Manager	Status Report

13 June 2016		
Item	Contributor	Purpose
Performance Report - (to include Major Schemes, Lincolnshire Highways Alliance and Customer Satisfaction)	Steve Willis, Chief Operating Officer, Development Services; Paul Rusted, Infrastructure Commissioner	Performance Report
Civil Parking Enforcement Annual Report 2015/16	Matt Jones, Parking Services Manager	Annual Report

Items to be scheduled

- Regulation Services – Charges and Savings
- Highways Asset Management Strategy
- Traffic Regulation Order Policy
- Recruitment of School Crossing Patrol Staff
- Winter Maintenance – End of year report

For more information about the work of the Highways and Transport Scrutiny Committee please contact Daniel Steel, Scrutiny Officer on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

VALUE FOR MONEY SCRUTINY COMMITTEE

Chairman: Councillor Mrs Angela Newton

Vice Chairman: Councillor Mrs Jackie Brockway

26 January 2016		
Item	Contributor	Purpose
Budget Proposals 2016/17 for the commissioning strategies overseen by Value for Money Scrutiny Committee	David Forbes, County Finance Officer	Budget Scrutiny
Serco Contract Performance	Judith Hetherington-Smith Chief Information and Commissioning Officer	Performance Scrutiny

22 February 2016		
Item	Contributor	Purpose
Serco Contract Performance	Judith Hetherington-Smith Chief Information and Commissioning Officer	Performance Scrutiny
Property Services update	Kevin Kendall Chief Property Officer	Update Report

26 April 2016		
Item	Contributor	Purpose
Serco Contract Performance	Judith Hetherington-Smith Chief Information and Commissioning Officer	Performance Scrutiny

Items to be scheduled

- People Strategy Update

For more information about the work of the Value of Money Scrutiny Committee please contact Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, on 01522 552840 or by e-mail at nigel.west@lincolnshire.gov.uk

Task and Finish Group Review Activity

(as at 20 January 2016)

Current Reviews

Committee	Task & Finish Group	Next Meeting(s)	Completion Date
Children and Young People Scrutiny Committee	Review of the Council's Home to School Transport Policy in relation to Discretionary Grammar School Transport Membership; Councillors CJTH Brewis, Mrs J Brockway, CED Mair, DC Morgan, Mrs M J Overton MBE, Councillor Mrs C A Talbot, WS Webb, P Wood and R Wootten.	28 January 2016 9 February 2016	4 March 2016

All completed review reports to be approved by parent scrutiny committee before consideration at a meeting of the County Council's Executive.

Working Group Activity

(as at 20 January 2016)

Committee	Working Group	Meeting Date(s)	Notes (if Any)
Children and Young People Scrutiny Committee	School Improvement	Update to the Committee on 4 March 2016	The Working Group comprises Councillors Mrs Jackie Brockway and Sarah Dodds, and Mrs Emma Olivier-Townrow.
Economic Scrutiny Committee	Tourism Review	19 January 2016	The Working Group comprises Councillors Bob Adams, Tony Bridges and Mrs Jackie Brockway.
Health Scrutiny Committee for Lincolnshire	Joint Health and Wellbeing Strategy – Theme Dashboard and Annual Assurance Report	One meeting to be arranged in January 2016	The Working Group comprises Councillors Mrs Christine Talbot, Chris Brewis, Jackie Kirk (Lincoln City), Steve Palmer, Judy Renshaw and Mrs Sue Wray.

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FORWARD PLAN OF KEY DECISIONS FROM 01 FEBRUARY 2016

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
I010367	Agreement of EU funding bids for schemes that meet the council's priorities	Open	Executive Councillor: Economic Development, Environment, Planning, Tourism 2 Feb 2016	Businesses and intermediaries: Lincolnshire Business Growth Hub Forum; Lincolnshire Financial Intermediary Forum; and Greater Lincolnshire Local Enterprise Partnership	Report	Enterprise Commissioner Tel: 01522 550630 Email: justin.brown@lincolnshire.gov.uk	All Divisions
I010516 New!	Bespoke Business Advice provided by Trading Standards on a chargeable basis	Open	Executive Councillor: Fire and Rescue, Emergency Planning, Trading Standards, Equality and Diversity 2 Feb 2016	Lincolnshire Businesses and identified stakeholder: Lincolnshire Chamber of Commerce; Lincolnshire Branch of the Federation of Small Businesses; Greater Lincolnshire Local Enterprise Partnership; Lincolnshire National Farmers Union	Report	Safer Communities Manager Tel: 01522 552499 Email: sara.barry@lincolnshire.gov.uk	All Divisions
I010204	Council Budget 2016/17	Open	Executive 2 Feb 2016		Report	Technical and Development Finance Manager Tel: 01522 553008 Email: dave.simpson@lincolnshire.gov.uk	All Divisions

FORWARD PLAN OF KEY DECISIONS FROM 01 FEBRUARY 2016

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
I010551 New!	Highways Permitting Scheme	Open	Executive 2 Feb 2016	Highways and Transport Scrutiny Committee	Report	Regulation Manager Tel: 01522 552105 Email: mick.phoenix@lincolnshire.gov.uk	All Divisions
I010052	2016/17 contract with Lincolnshire Community Health Services NHS Trust for Health Visiting, Family Nurse Partnership, School Nursing and Antenatal Weight Management	Open	Executive 2 Feb 2016		Report	Commissioning and Development Officer Tel: 01522 553783 Email: charlotte.gray@lincolnshire.gov.uk	All Divisions
I010366	Agreement of Strategic Economic Plan for Greater Lincolnshire	Open	Executive Councillor: Economic Development, Environment, Planning, Tourism 29 Feb 2016	Greater Lincolnshire Local Enterprise Partnership; Businesses; Intermediary organisations	Report	Enterprise Commissioner Tel: 01522 550630 Email: justin.brown@lincolnshire.gov.uk	All Divisions

FORWARD PLAN OF KEY DECISIONS FROM 01 FEBRUARY 2016

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
I010365	Adoption of the outcomes of the Tourism Review	Open	Executive Councillor: Economic Development, Environment, Planning, Tourism 31 Mar 2016	Tourism businesses; tourism partnerships	Report	Enterprise Commissioner Tel: 01522 550630 Email: justin.brown@lincolnshire.gov.uk	All Divisions
I010171	Future Options for Lincolnshire Archives	Open	Executive 5 Apr 2016	Depositors' Stakeholder Event; Community and Public Safety Scrutiny Committee	Report	Community Assets and Resilience Commissioning Manager Tel: 01522 553786 Email: nicole.hilton@lincolnshire.gov.uk	All Divisions

FORWARD PLAN OF KEY DECISIONS FROM 01 FEBRUARY 2016

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
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EXECUTIVE MEMBERS

Councillor Name	Portfolio
Councillor M J Hill OBE (Leader of the Council)	Governance, Communications and Commissioning
Councillor Mrs P A Bradwell (Deputy Leader)	Adult Care and Health Services, Children's Services
Councillor C J Davie	Economic Development, Environment, Planning, Tourism
Councillor R G Davies	Highways, Transport, IT
Councillor M S Jones	Finance, Property
Councillor P A Robinson	Fire and Rescue, Emergency Planning, Trading Standards, Equality and Diversity
Councillor R A Shore	Waste, Recycling
Councillor Mrs S Woolley	NHS Liaison, Community Engagement
Councillor C N Worth	Libraries, Heritage, Culture, Registration and Coroners Service
Councillor B Young	Crime Reduction, People Management, Legal