



County Offices
Newland
Lincoln
LN1 1YL

18 January 2017

Overview and Scrutiny Management Committee

A meeting of the Overview and Scrutiny Management Committee will be held on **Thursday, 26 January 2017 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

A handwritten signature in black ink, appearing to be 'Tony McArdle', written over a horizontal line.

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, A J Jesson, C E D Mair, 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: Mrs P J Barnett and Dr E van der Zee

**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE AGENDA
THURSDAY, 26 JANUARY 2017**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declaration of Members' Interests	
3	Minutes of the meeting held on 24 November 2016	5 - 16
4	Consideration of Call-Ins <i>(To consider any Call-Ins, should any be received)</i>	Verbal Report
5	Proposal for Scrutiny Reviews <i>(To consider any proposal for Scrutiny Reviews, should any be received)</i>	Verbal Report
6	Consideration of Councillor Calls for Action <i>(To consider any Councillor Calls for Action, should any be received)</i>	Verbal Report
7	Revenue and Capital Budget Monitoring Report 2016/17 <i>(To receive a report by David Forbes (County Finance Officer), which invites the Committee to consider a report on the second budget monitoring report for the financial year 2016/17 which is being presented to the Executive on 7 February 2017)</i>	17 - 34
8	Council Budget 2017/18 <i>(To receive a report by David Forbes (County Finance Officer), which sets out the Council Budget proposals for 2017/18. Comments from the Committee will be considered by the Executive at its meeting on 7 February 2017)</i>	35 - 76
9	Final Draft Council Business Plan 2017/2018 <i>(To consider a report by Jasmine Sodhi (Performance and Equalities Manager), which invites the Committee to consider the outcomes and measures that are the final draft Council Business Plan 2017/2018, as detailed at Appendix A)</i>	77 - 104
10	South Lincolnshire Food Enterprise Zone and Peppermint Junction Improvements, Holbeach <i>(To consider a report by Simon Wright (Principal Officer - Regeneration), which invites the Committee to consider a report on the South Lincolnshire Food Enterprise Zone and Peppermint Junction Improvements, Holbeach, which is being presented to the Executive on 7 February 2017. The views of the Committee will be reported to the Executive. Please note that Appendix E to this report contains exempt information under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, and discussion of this information could result in the exclusion of the press and public)</i>	105 - 130

11 Overview and Scrutiny Work Programme

131 - 150

(To receive a report by Tracy Johnson (Senior Scrutiny Officer), which enables the Committee to consider both its own work programme and the scrutiny committee work programmes for 2017)

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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 24 NOVEMBER 2016

PRESENT: COUNCILLOR P J O'CONNOR (CHAIRMAN)

Councillors Mrs A M Newton (Vice-Chairman), C J T H Brewis, M Brookes, G J Ellis, R L Foulkes, A G Hagues, 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.

Parent Governor Representatives: Dr E van der Zee.

Simon Evans (Health Scrutiny Officer), David Forbes (County Finance Officer), Cheryl Hall (Democratic Services Officer), Tracy Johnson (Senior Scrutiny Officer), Jasmine Sodhi (Performance and Equalities Manager), Daniel Steel (Scrutiny Officer) and Nigel West (Head of Democratic Services and Statutory Scrutiny Officer).

58 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors A Bridges, Mrs J Brockway, A J Jesson, C E D Mair and Added Members: Mrs P J Barnett and Mr P Thompson.

An apology for absence was also received from Richard Wills (Executive Director for Environment and Economy).

It was noted the Chief Executive, having received a notice under Regulation 13 of the Local Government (Committees and Political Groups) Regulations 1990, had appointed Councillor G Ellis as a replacement member of the Committee in place of Councillor P M Dilks, for this meeting only.

59 DECLARATION OF MEMBERS' INTERESTS

No interests were declared.

60 MINUTES OF THE MEETING HELD ON 27 OCTOBER 2016

RESOLVED

That the minutes of the meeting held on 27 October 2016 be approved and signed by the Chairman as a correct record.

**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
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No Call-Ins had been received.

62 PROPOSAL FOR SCRUTINY REVIEWS

No proposals for Scrutiny Reviews had been received.

63 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

No Councillor Calls for Action had been received.

64 CHAIRMAN'S ANNOUNCEMENTS

The Chairman advised that he had attended the last meeting of the Executive on 1 November 2016. The Executive had considered three reports which had been subjected to pre-decision scrutiny including the Lincolnshire Minerals and Waste Local Plan: Site Locations (Pre-Submission Draft); The A15 Lincoln Eastern Bypass – Construction Contract; and Children's Health Services Model and Commissioning Plan. The Chairman had presented the comments of the relevant scrutiny committees.

The Chairman provided Members with an update on Devolution. It was noted that out of the ten authorities in Greater Lincolnshire, eight had voted in favour and two against. The Leader had deferred his final decision, which was due to be taken on 21 November 2016, until the County Council had received the final order from Government.

65 FINANCIAL STANDING OF THE COUNTY COUNCIL IN ADVANCE OF
THE 2017/18 BUDGET CYCLE

Consideration was given to a report by David Forbes (County Finance Officer), which provided an estimate of the budget shortfall being faced by the County Council over the next three financial years in the wake of the acceptance of the four year funding deal from Government.

The report also provided the foundations for the forthcoming budget cycle and it had recently been provided to all councillors in preparation for the Scrutiny Committee budget workshops that were now underway.

The County Finance Officer presented the report to the Committee and in doing so, highlighted the current projected budget shortfall; the balance of the County Council's reserves; an update on the capital programme; and the timetable for the budget approval process.

Members were advised that the Government's Autumn Statement, which had been announced on 23 November 2016, had not provided any relief to local government nor had it recognised the budget pressures being experienced by Adult Care authorities. It was noted that the Provisional Local Government Grant Settlement was

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due to be announced late November/early December 2016, which meant that the Executive could consider budget proposals at its meeting on 20 December 2016, which would form the basis of public consultation.

It was highlighted that the main budget pressures for 2017/18 for the County Council currently comprised the following: -

- Adult Care demography and minimum wage increase - £8.5m;
- Increase in the number of Looked After Children - £1.8m;
- Waste Disposal (volume and price impact) - £1.0m;
- Microsoft licences - £1.4m; and
- County Council Elections (one year only) - £1.1m.

NOTE: Councillor Mrs C A Talbot declared an interest as she was currently participating in research undertaken by Durham University on the funding for Public Health services.

Members were provided with an opportunity to ask questions, where the following points were noted: -

- The total of the County Council's long term debt was approximately £480m, with a total interest rate of 4%. A large proportion of the long term debt was of a historic nature. Further to this, it was noted that any new borrowing would be at a rate of approximately 2-3%, as it was currently a favourable time to borrow. It was also noted that the County Council's long term debt was in the average range, compared to other local authorities;
- A Councillor commented that the County Council should be using its capital to encourage business growth, rather than predominantly being spent on housing developments;
- Government had introduced a new three year concession, which had provided upper tier local authorities with more flexibility in the way of which they could use capital receipts. This meant that the County Council could fund certain revenue costs for transformation change (for example, redundancy costs) by using capital receipts and thereby freeing up the revenue budget allocation in those three years. It was noted that upper tier authorities were lobbying Government to make this concession permanent, similar to combined authorities;
- A Councillor suggested that the County Council explored the possibility of replacing Microsoft with alternatives, such as Open-source software;
- It was recognised that £1m of the County Council's income was generated by the Energy from Waste plant;
- It was also recognised that the Rural Services Delivery Grant contributed to the Council's budget by 8%;
- It was assumed that the increase in the number of Looked After Children had included the 50 additional unaccompanied asylum seeking children, which the Council had accepted into its care through the Government scheme;
- A concern was raised regarding the contributions of £15.9m from Health into the Lincolnshire Better Care Fund, and whether this would be realistic going

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forward considering the budget pressures clinical commissioning groups were currently facing;

- It was confirmed that where grants and contributions from Government and other bodies had been allocated for specific purposes, if they were not used for those purposes, the grants and contributions had to be returned. However, it was not anticipated that all grant funding would be spent on its specified purpose;
- Members raised significant concerns with the Government's Autumn Statement and stressed its inadequacy to address the pressures facing Adult Care authorities. Further to this, it was suggested that the Executive be requested to respond to Government outlining the Council's concerns in relation to the underfunding of Adult Care pressures;
- Members also raised concerns that there was no provision for price inflation within the budget, with the exception of pay inflation which was limited to 1%, other than the use of the revenue contingency budget. However, it was noted that in the first instance directorates would try to fund the price inflation within its budget. It was agreed that the Executive be requested to encourage directors to fund any price inflations through the revenue contingency budget, as it was deemed unfair that they should fund it within their allocated budgets;
- A Councillor suggested that the County Council continued to lobby government on the funding shortfall for rural authorities.

The Chairman thanked the County Finance Officer for his detailed report.

RESOLVED

That the comments of the Committee be passed onto to the Executive for its consideration.

66 REVIEW OF FINANCIAL RISK ASSESSMENT

A report from David Forbes (County Finance Officer) was considered, which provided an update on the outcomes from the financial risk assessment for 2015/16. The report also provided an update on the risk assessment to help determine an appropriate target level for the Council's general reserves for 2017/18. The Council's Financial Risk Register was attached at Appendix A to the report, which consisted of 15 potential risks.

The County Finance Officer presented the report to the Committee and highlighted that the net total of the risks was approximately £12.265m. This could be interpreted as the total cost to the County Council should all the items listed within the Financial Risk Register occur in 2017/18. It was noted that the County Council should maintain its general reserve at a sum at least equivalent to the net total risk.

Members were provided with an opportunity to ask questions, where the following points were noted: -

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- In relation to reference number 15 – *Major emergencies or disasters*, Members were assured that the County Council's threshold for the Bellwin Scheme for Emergency Financial Assistance had been lowered to £800k, provided that the incident was eligible for assistance under the Bellwin scheme;
- Members supported a suggestion to create a Reputational Risk Register and requested an item on it at a future meeting. Further to this, it was suggested that the register should also cover communications and public relations.

RESOLVED

- (1) That the content of the report be noted.
- (2) That the comments of the Committee be presented to the Executive Councillor responsible for Finance.
- (3) That an item on the creation of a Reputational Risk Register, including Communications and PR, be presented to a future meeting of the Committee.

67 PROPOSED NEW SCRUTINY ARRANGEMENTS

Consideration was given to a report by Councillor R B Parker (Chairman of the Review of Scrutiny Working Group), which set out the findings of the Working Group and proposed new scrutiny arrangements to be implemented in the period before and after the election of the new Council in May 2017.

The report was introduced by Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), who updated the Committee on the work of the Working Group.

The Chairman of the Working Group presented the Group's fourteen recommendations, as detailed on pages 34-41 of the report, which included:

- Recommendation A – Overall Structure;
- Recommendation B – Frequency of Scrutiny Committee Meetings;
- Recommendation C – Flood and Drainage Management Scrutiny Committee;
- Recommendation D – Crime and Disorder Committee;
- Recommendations E and F – Scrutiny Panels – Chairmen and Vice-Chairmen;
- Recommendations G and H – Scrutiny Panel Membership;
- Recommendation I – Meetings of Scrutiny Panels;
- Recommendation J – Work Programme Development;
- Recommendation K – Prioritisation Tool – Scrutiny Review;
- Recommendation L – Corporate Parenting Sub-Group;
- Recommendation M – Safeguarding Boards Scrutiny Sub-Group; and
- Recommendation N – Special Interest Roles.

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The Chairman of the Working Group thanked all those Councillors and Officers involved in the Review.

Members were provided with an opportunity to ask questions, where the following points were noted: -

- Two Councillors raised concerns relating to the anticipated size of the workload for the proposed Environment, Economy and Transport Scrutiny Committee. In response, Members were advised that this Committee would have sufficient capacity to handle the combined workload and this should be managed through the use of the proposed prioritisation tool;
- Members were advised that the frequency of scrutiny committee meetings was a proposal at this stage and for the timing and frequency of individual committees would be decided later. The proposed frequency within the report was the suggested maximum number of meetings that could be held per committee;
- The days in which meetings fell and their start times, had yet to be agreed;
- It was requested that a review of the proposed arrangements should be programmed after one year, in order to ensure that the committees' workloads were well balanced;
- The Committee was assured that the number of Parent Governor and Church representatives would remain the same in the proposed structure;
- A number of Councillors were supportive of the proposal to introduce Special Interest Roles;
- A Councillor highlighted the need to consider the purpose of scrutiny, and for the need for skills, interest and expertise to be effectively matched in order to get the best out of the process. It was also highlighted that workload had already been reviewed as part of the working group activity;
- It was identified that there would be a need for the Chairmen to review the workload of their respective committees to ensure it was manageable and ensure effective prioritisation;
- Members supported the use of Scrutiny Panels to undertake more focused work outside of the formal committee setting. Further to this, it was encouraged that all scrutiny committees met more frequently away from County Offices to encourage public participation;
- A Councillor supported the proposal to introduce an Environment, Economy and Transport Scrutiny Committee and reiterated that the workload would be achievable should it be managed correctly;
- Members were assured that the Review of Scrutiny would be reviewed after 12 months of its implementation to provide an opportunity to highlight any areas of concern. It was suggested that this should be included in the recommendations to full Council;
- It was suggested that the Councillor Development Group could consider how the specialist members would be identified as part of the induction process.

The Chairman thanked all those involved in the Review of Scrutiny and for the comprehensive report.

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RESOLVED

- (1) That the work undertaken by the Review of Scrutiny Working Group be noted.
- (2) That the Scrutiny-Executive Protocol, *Developing Effective Relationships Between the Executive and Scrutiny*, as set out in Appendix A to the report be recommended to the County Council for adoption.
- (3) That the Working Group's proposal for the restructure of scrutiny arrangements at Lincolnshire County Council (Recommendations A – N of the Report) be recommended to the County Council for approval.
- (4) That it be recommended to the County Council to implement the new arrangements in the period before and after the May 2017 County Council.
- (5) That it be recommended to the County Council to make the necessary amendments to the Council's Constitution.

68 COUNCIL BUSINESS PLAN 2016 - 2017 PERFORMANCE REPORT, QUARTER TWO

Consideration was given to a report by Jasmine Sodhi (Performance and Equalities Manager), which presented Quarter 2 performance against the Council Business Plan. Appendix B to the report provided proposals for presenting historical performance trends.

The commissioning strategies which had performed well and those which had seen mixed performance were highlighted in the report and brought to the Committee's attention.

RESOLVED

That the Quarter 2 performance and proposals for presenting historical performance trends be noted.

69 OVERVIEW AND SCRUTINY WORK PROGRAMME

Consideration was given to a report which enabled the Committee to consider its own work programme and the work programmes from the scrutiny committees for 2016/17.

Overview and Scrutiny Management Committee

Further to Minute 53 – 'Review of Financial Risk Assessment', a report on the possible creation of a Reputation Risk Register be added to the work programme in the New Year.

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Members were reminded that the Brexit Working Group would be holding its first meeting during the afternoon of 24 November 2016. Further to this, Councillor Mrs C A Talbot requested to sit on the Working Group, as the membership had been appointed in her absence.

Adults Scrutiny Committee

There were no changes to the published work programme.

Children and Young People Scrutiny Committee

There was one change to the work programme. A report on *Department for Education Innovation Bid*, which would be for pre-decision scrutiny, had been added to the agenda for the meeting on 20 January 2017.

It was queried whether the Committee would be considering the impact of asylum seeking children on County Council services. The Vice-Chairman agreed to raise this at the Committee's next pre-meeting.

Community and Public Safety Scrutiny Committee

There was one change to the work programme. A report on *Citizen's Advice Lincolnshire*, which would be for pre-decision scrutiny, had been added to the agenda for the meeting on 14 December 2016. The report would seek approval of a new Grant Funding Agreement.

Economic Scrutiny Committee

There was one amendment to the work programme. A report on *Progress on international trade relationship with Hunan, China* had been added to the agenda for the meeting on 21 February 2017.

Environmental Scrutiny Committee / Flood and Drainage Management Committee

There were two changes to the work programme. A report on the *Water Recycling Centres Update* scheduled for the meeting of the Flood and Drainage Management Committee on 9 December 2016, would now be considered by the Environmental Scrutiny Committee on 2 December 2016.

The meeting of the Environmental Scrutiny Committee on 17 February 2017 had been rearranged to 3 March 2017, following the meeting of the Flood and Drainage Management Committee.

A Councillor queried whether or not all of the household waste that was sent to waste transfer centres was sent to the Energy from Waste facility, or if it was shipped elsewhere. It was agreed that the Councillor would contact the Executive Councillor for Waste and Recycling for clarification.

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Health Scrutiny Committee for Lincolnshire

i) Grantham Accident and Emergency Department

The Chairman advised that on 23 November 2016, the Committee had considered an item on the temporary overnight closure of Grantham Hospital Accident and Emergency Department. After consideration of the information presented by United Lincolnshire Hospitals NHS Trust, the Committee had made a determination that the closure represented a substantial variation in local health care provision. Furthermore, the Committee was not satisfied that overnight Accident and Emergency Services would be reinstated at Grantham Hospital by 17 February 2017 and concluded that the closure was in effect permanent. The Committee had further determined to refer the matter to the Secretary of State for Health on the basis that the overnight closure would not be in the interest of the residents of Grantham and the surrounding area.

ii) Changes to the Work Programme

The Chairman advised that there was one change to the work programme. A report on *Lincolnshire Sustainability and Transformation Plan (STP)* had been provisionally added to the agenda for the meeting on 21 December 2016. The Chairman advised that, subject to the relevant approvals from NHS England, the Lincolnshire STP would be published on or around 12 December 2016. It was noted that as of 23 November 2016, 30 of the 44 STPs had been published. STPs were not consultation documents in their own right, but strategy documents from which consultations would be derived on substantial service changes, as and when required. The Chairman speculated whether the publication date of the Lincolnshire STP would be achieved.

iii) Working Group Activity

The Committee had decided to establish a working group to consider delayed transfers of care. The Committee had also agreed to invite Members of the Adults Scrutiny Committee to participate in the working group. In addition to the Chairman, Councillors J Kirk (City of Lincoln Council), Mrs J Renshaw, S L W Palmer and Mrs S Wray had expressed an interest participating in the working group.

The Committee had also established a working group to consider the development of the Five Year Strategy and Change Programme of United Lincolnshire Hospitals NHS Trust. Subject to availability, Councillors Mrs J Renshaw, S L W Palmer, Mrs S Ransome and Mrs S Wray had expressed an interest in participating in the working group, together with a representative from Healthwatch Lincolnshire.

iv) Wainfleet GP Surgery – Temporary Suspension of Registration

On 10 November 2016 the Care Quality Commission had temporarily suspended its registration of Wainfleet Surgery for a period of three months, because of its concerns about patient safety. The 2,200 patients on the Wainfleet list had been

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advised to register temporarily with other local GP practices, such as the Hawthorn Medical Practice in Skegness.

v) Proving Entitlement to NHS Treatment

The House of Commons Public Accounts Committee had been looking at how the NHS could recover costs from overseas patients, who used its services. On 21 November 2016, Chris Wormald, the Permanent Secretary to the Department of Health, as part of his evidence to the Public Accounts Committee, had cited Peterborough and Stamford Hospitals NHS Foundation Trust as an example of a trust where patients attending certain clinics needed to bring a passport and another form of identity in order to be treated.

It was highlighted that the Regional Director of Specialised Commissioning (London), Congenital Heart Disease Programme Implementation, NHS England, would be attending the meeting on 21 December 2016 to present information on the Congenital Heart Disease – Consultation. Staff from Glenfield Hospital had also been invited to attend.

Highways and Transport Scrutiny Committee

There were no changes to the work programme.

A number of concerns were raised regarding the timings of traffic signals. It was noted that in some areas, the timings did not allow traffic to adequately clear resulting in long tail backs forming. It was suggested that timings should be reviewed in order to reflect the volume of traffic.

The Yarborough Road, The Avenue, West Parade junction in Lincoln was cited as an example.

A Councillor raised a concern in relation to the call answer time for the Highways Customer Services telephone number. A concern was also raised regarding changes to the relevant Key Performance Indicator, which would mean that only calls abandoned after 15 seconds wait time would now be counted from December 2016.

Value for Money Scrutiny Committee

There were no changes to the work programme. However, it had been agreed to consider an item on the provision of agency workers and hard to recruit and retain staffing areas at a future meeting.

RESOLVED

- (1) That the content of the Overview and Scrutiny Management Committee Work programme, as set out at Appendix A to the report, be approved.
- (2) That the work programmes from overview and scrutiny committees, as set out at Appendix B to the report, be approved.

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- (3) That the Working Group activity, set out at Appendix C to the report, be noted.
- (4) That the work programmes, in light of the Executive Forward Plan, as set out in Appendix D to the report, be noted.

The meeting closed at 12.40 pm.

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

Report to:	Oveview and Scrutiny Management Committee
Date:	26 January 2017
Subject:	Revenue and Capital Budget Monitoring Report 2016/17

Summary:

This report invites the Overview and Scrutiny Management Committee to consider a report on the second budget monitoring report for the financial year 2016/17 which is being presented to the Executive on 7 February 2017. It compares projected expenditure with the approved budget and provides explanations for any significant over or under spending. The views of the Scrutiny Committee will be reported to the Executive as part of its consideration of this item.

Actions Required:

The Overview and Scrutiny Management Committee is invited to

- 1) consider the attached report and to determine whether the Committee supports the recommendation(s) to the Executive as set out in the report.
- 2) agree any additional comments to be passed to the Executive in relation to this item.

1. Background

The Executive is due to consider a report on the Revenue and Capital Budget Monitoring Report 2016/17 at its meeting on 7 February 2017. The full report to the Executive is attached at Appendix A to this report.

2. Conclusion

Following consideration of the attached report, the Committee is requested to consider whether it supports the recommendation(s) in the report and whether it wishes to make any additional comments to the Executive. Comments from this Committee regarding the 2016/17 budget position of the Council will be reported to the Executive.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Revenue and Capital Budget Monitoring Report 2016/17 to be presented to the Executive at its meeting on 7 February 2017.

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.

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

Report to:	Executive
Date:	07 February 2017
Subject:	Revenue and Capital Budget Monitoring Report 2016/17
Decision Reference:	I011794
Key decision?	No

Summary:

This report provides an update on spending compared with budgets for the financial year which started on 1 April 2016.

The tables in this report show the actual income and expenditure for nine months of this financial year, along with the projections for spendings and a comparison of the projections against the approved budgets.

Recommendation(s):

Note the current position on the revenue and capital budgets.

Alternatives Considered:

- | | |
|----|---|
| 1. | This report shows the actual revenue and capital expenditure to date, and expected projected outturns for 2016/17 therefore no alternatives have been considered. |
|----|---|

Reasons for Recommendation:

To consider the Council's budget monitoring position and decide on any corrective action necessary.

1. Background

1.1 In summary:

- Total revenue spending on services is predicted to be £2.617m or 0.64% less than the total budget (excluding the projected underspendings on Schools budgets). This is in line with prudent budget management practice;

- Total revenue spending on non-service budgets ('Other Budgets' in Table A) is projected to be £12.314m under budget. This primarily reflects a conscious policy decision implemented in December 2016 in relation to the long term borrowing strategy of the Council. Such borrowing funds capital expenditure and, in simple terms, action akin to re-mortgaging has been undertaken to reduce the revenue budget provision needed to repay borrowing. This will extend the period over which provision is made for debt repayment thereby saving significant revenue costs over the medium term but ultimately costing more money over the long term. This action saves around £9m this year and around £7.5m in next year's budget. These savings are earmarked to assist in funding the budget shortfalls for the next three financial years. These are presently estimated as:

2017/18	£26m (proposed to be funded by reserves)
2018/19	£34m
2019/20	£38m

This action is considered to be prudent financial management enabling the post-May 2017 Council to have access to reserves to phase in future budget savings that are required to reduce the aforementioned budget shortfalls.

- Total revenue income is predicted to be £1.624m, more than the total budget;
- General reserves at year end are forecast on this basis to be within the 2.5% to 3.5% range at the upper end, estimated to be at 3.5% of the total budget based on current spending; and
- Net capital spending is projected to be £6.380m underspend at the end of the financial year.

DISCUSSION

Revenue

Table A (Position as at 31 December 2016)

	Revised Net Revenue Budget	Net Expenditure	Year End Forecast	Forecast Variance	Forecast Variance
	£'000	£'000	£'000	£'000	%
COMMISSIONING STRATEGIES					
Readiness for School	5,308	3,287	5,264	-44	-0.83
Learn & Achieve	33,273	23,513	34,287	1,014	3.05
Readiness for Adult Life	4,337	4,403	4,495	158	3.64
Children are Safe and Healthy	64,335	46,947	63,442	-893	-1.39
Adult Safeguarding	2,295	1,437	2,295	0	0.00
Adult Frailty & Long Term Conditions	99,628	42,931	99,435	-193	-0.19
Carers	1,889	1,615	1,826	-63	-3.34
Adult Specialities	51,099	50,183	50,547	-552	-1.08
Community Resilience & Assets	11,212	7,776	11,212	0	0.00
Community Wellbeing	32,192	21,289	30,468	-1,724	-5.36
Sustaining & Developing Prosperity Through Infrastructure	45,266	37,764	45,188	-78	-0.17
Protecting & Sustaining the Environment	24,505	17,051	25,033	528	2.15
Sustaining & Growing Business & the Economy	1,394	594	1,216	-178	-12.77
Protecting The Public	23,154	16,746	23,054	-100	-0.43
How We Do Our Business	8,353	6,348	8,247	-106	-1.27
Enablers & Support To Council's Outcomes	36,628	27,956	36,243	-385	-1.05
Enablers & Support To Key Relationships	20	-115	20	0	0.00
Public Health Grant Income	-34,370	-25,778	-34,371	-1	0.00
TOTAL COMMISSIONING STRATEGIES	410,518	283,947	407,901	-2,617	-0.64
OTHER BUDGETS					
Capital Financing Charges	53,442	-92	44,458	-8,984	-16.81
Contingency	2,336	0	2,336	0	0.00
Other Budgets	12,120	5,810	8,790	-3,330	-27.48
TOTAL OTHER BUDGETS	67,898	5,718	55,584	-12,314	-18.14
SCHOOL BUDGETS					
Schools (DSB)	469,176	167,188	466,087	-3,089	-0.66
Schools Related Expenditure (DSB)	26,063	15,885	24,939	-1,124	-4.31
Dedicated Schools Grant	-496,192	-188,277	-496,192	0	0.00
Schools Budgets (Other Funding)	-4,071	-5,185	-4,071	0	0.00
TOTAL SCHOOL BUDGETS	-5,024	-10,389	-9,237	-4,213	83.86
TOTAL EXPENDITURE	473,392	279,276	454,248	-19,144	-4.04
INCOME					
Revenue Support Grant	-70,351	-53,467	-70,351	0	0.00
Business Rates	-103,528	-79,461	-104,891	-1,363	1.32
Council Tax	-253,801	-203,041	-253,801	0	0.00
Other Non Specific Grants	-18,975	-15,930	-19,236	-261	1.38
TOTAL INCOME	-446,655	-351,899	-448,279	-1,624	0.36
USE OF BALANCES					
Use of Balances - Earmarked Reserves	-25,937	-25,937	-25,937	0	0.00
Use of Balances - General Reserves	-800	-800	-800	0	0.00
TOTAL USE OF RESERVES	-26,737	-26,737	-26,737	0	0.00
TOTAL	0	-99,360	-20,768	-20,768	

Children's Services

1.2 Overall Children's Services are currently forecasting £0.235m overspend. However, it should be noted that this overspend includes £0.422m of costs for

young people on remand compared to the Government grant provided, which has central support to be funded from contingency due to the unpredictable nature of such instances. Once those costs are funded it will leave Children's Services forecasting £0.187m underspend.

1.3 Learn and Achieve is forecasting £1.014m overspend. This is due to the additional home to school transport including the costs associated with the following:

- closure of the Mablethorpe school site for Louth Monks Dyke College (£0.190m);
- an increase in SEN transport costs leading up to the new One School One Provider contracts (£0.280m); and
- an increase in the number of planned transport days (£0.670m).

1.4 The home to school transport budget is particularly difficult to predict, but in order to help address and mitigate this position the Education Transport Efficiencies Board have been asked to continue to seek efficiencies particularly in the areas of single occupancy vehicles and passenger assistant costs.

1.5 Children are Safe and Healthy is forecasting £0.893m underspend. This includes the additional costs for young people on remand (£0.422m). The majority of the underspend relates to one off and some permanent savings as a result of budget re-alignment and the planned early achievement of budget savings. This underspend has been specifically retained to help mitigate the overspend on home to school/college transport.

1.6 The DMT will continue to monitor the financial position to ensure any budget pressures are mitigated where possible.

Adult Care

1.7 The Adult Care and Community Wellbeing Finance Team continues to work closely with Budget Holders, Managers and Senior Managers across all areas. The experience, close working relationship and knowledge of those involved provide a high level of assurance with regards to the financial sustainability of the service. Adult Care is currently projecting an underspend of £0.808m against a total budget of £154.911m.

Adult Frailty and Long Term Conditions

1.8 Adult Frailty and Long Term Conditions is currently projecting an underspend of £0.193m.

1.9 Long term residential activity has increased slowly across the County, primarily due to a change in policy with long term placements being made at an earlier stage rather than keeping service users in short term care for long periods.

1.10 Spend on short term care and carers respite services has reduced primarily due to a reduction in short term bed usage as the new Prime Provider arrangements for homecare services have bedded in. A new contract has also been made to block book beds in a number of homes across the County, initially just for deficit beds but now for all types of placements.

1.11 There has been some growth in home support and direct payments for those with a Physical Disability due to a number of transition cases from Children's Services.

1.12 Analysis of Income collection suggests this will be on target for 2016/17.

1.13 Estimates also suggest that the infrastructure budget will produce a small underspend in 2016/17 due to a number of vacancies across several teams within the infrastructure area.

Specialist Adult Services

1.14 Specialist Adult Services are currently projecting an underspend of £0.552m.

1.15 The Adult Learning Disabilities Service (LD) is administered via a Section 75 (S75) agreement between the Council and NHS commissioners in Lincolnshire along with additional services related to learning disability that sit outside of the S75 that include the provision of in-house day services along with additional commissioning and management activity.

1.16 There have been a number of large support packages as a result of ongoing transitions from Children's Services to Adult Care and from those service users previously unknown to the Council. Whilst growth within the service has been built into this year's budget, these additional packages have created some additional pressure for 2016/17. Hence, early signs are that LD S75 may have a small overspend in 2016/17. However, at this early stage it is still uncertain if all of these packages will be taken up in year as they are not all yet in place.

1.17 The service has also seen an increase in levels of refunds back into the system from unspent service users' Direct Payments. This is expected to at least double for the whole year which should help to mitigate some of the unexpected high cost placements described above.

1.18 The Mental Health service is run on behalf of the Council by the Lincolnshire Partnership Foundation Trust (LPFT) by way of a Section 75 agreement. Current reports from LPFT suggest an increase in services activity, however there is an expectation that these budgets will remain on target in 2016/17.

Safeguarding

1.19 The Lincolnshire Safeguarding Adults Board discharges its function to safeguard adults on a multi-agency basis. This is led by an Independent Chair.

1.20 The current budget for Safeguarding for 2016/17 is £2.295m. This is an increase of £0.500m and has been funded from the 1% carry forward allocation awarded to Adult Care from 2015/16. The additional funding is being used to resource continuing pressures that the service has in the current financial year as a direct result of the Cheshire West ruling in Deprivation of Liberty Safeguards (DoLs).

1.21 The growth in available funds means the service now has resource to meet an additional amount of statutory obligations around DoLs for the current year and produce a balanced budget; however pressure in this area will continue to be significant until there is a change in the current legal framework.

Carers

1.22 This strategy is responsible for services provided to all carers including children helping to prevent inappropriate caring, helping to reduce the negative impact on the carer's wellbeing and development by ensuring adequate support for both service user and carer.

1.23 Carers will continue to see activity grow compared to last year including the number of direct payments and therefore it is assumed that the budget of £1.889m will have a small underspend of £0.063m in 2016/17.

Better Care Fund

1.24 The Better Care Fund (BCF) is a programme spanning both the NHS and local government to jointly plan and deliver local services while protecting ongoing Adult Care services within Lincolnshire. The minimum required investment to protect Adult Care service is £15.600m for 2016/17 (increasing from £15.400m in 2015/16).

1.25 BCF in 2016/17 has provided £16.825m in funding to protect adult care services; this is a reduction from the £20.000m provided in 2015/16. However the shortfall in BCF funding has been funded corporately within our own revenue budget. Services that continue to be funded include reablement, hospital discharge teams, and adult frailty and specialist adult services. Analysis of spend to date on projects and services funded via the BCF indicate that the allocation of £16.825m will be fully utilised in 2016/17

Wellbeing

1.26 This strategy is responsible for services related to the Councils statutory obligation for the delivery of Public Health services in Lincolnshire which include Health Improvement, Prevention and Self-Management, Housing Related Support, Prevention and Treatment of Substance Misuse and Sexual Health Services.

1.27 This strategy is projecting an underspend of £1.724m due to a combination of staffing underspends due to unfilled vacancies and efficiencies following recent re-provision of a number of services across the strategy.

Protecting and Sustaining the Environment

1.28 Within the strategy the Waste Management activity is currently forecasting an overspend of £0.528m. Whilst savings have been implemented in this area during the current year, this overspend represents a continuing rise in volumes of waste to be disposed and waste disposal costs. The Executive budget proposal for 2017/18 includes the funding of the cost pressure to address this issue.

Sustaining and Growing the Business and the Economy

1.29 A current projection of £0.178m underspend for the year is expected by the service. This is caused by increased income from Business Centres and potential underspending on business related projects.

Protecting the Public

1.30 Protecting the Public is forecasting an underspend of £0.100m due to higher than anticipated commercial training income by Fire and Rescue.

How We Do Our Business

1.31 How We Do Our Business is currently forecasting an underspend of £0.106m by the year end. This is within the Budget and Policy Framework – Finance and Audit area. The underspend relates to £0.040m due to Audit staff vacancies and £0.196m from the finance element of the Serco contract where volumes have been less than assumed in the contract. This is offset by £0.130m overspend on finance staffing due to ongoing Agresso problems.

Enablers and Support to Council's Outcomes

1.32 Enablers and Support to the Council's Outcome is currently forecasting to be £0.385m underspent by year end. This is mainly due an underspend of £0.562m in Commissioning due to a combination of staff vacancies, no requirement to purchase additional transformational resources and the ability to recharge resource costs to grant funded projects.

1.33 This is offset by an overspend of £0.136m in ICT Strategy and Support due to maintenance costs of social care legacy systems and a £0.098m overspend on Business Support as they deliver a £1.283m budget reduction.

Other Budgets

1.34 Capital Financing Charges are currently projecting an underspend of £9.184m. Capital financing charges are lower than originally planned due to:

- Slippage in the capital programme in 2015/16, which has resulted in a lower minimum revenue provision (MRP), the amount set aside by the Council to repay outstanding capital debt liabilities for 2016/17;
- A lower interest rate environment has reduced the forecast interest payments; and
- The Council has also reviewed its MRP Policy, which has reduced the costs to the Council in this area.

1.35 Unfortunately this lower interest rate environment also means that projected Interest Earned on Revenue Balances is also projected to fall in 2016/17 by £0.200m.

1.36 Other Budgets is currently projecting an underspend of £3.330m. This is explained by following:

- Corporate Redundancy is currently forecasting £2.500m underspend. This reflects the current value of redundancies expected as a result of Directorates restructuring. The value of this budget has been revisited for 2017/18 budget setting.
- A dividend of £0.483m was received from Eastern Shires Purchasing Organisation (ESPO). The council is a member of the ESPO joint committee and as such is entitled to receive a share of the dividend generated by the organisation.
- A funding of £0.200m was set aside in case Lincolnshire District Councils required additional funding in administering the new Council Tax Schemes. There was no call on this funding during 2015/16, therefore it is proposed within the budget plans for 2017/18 for this budget to be removed in future years.

Schools Budgets

1.37 School Budgets are currently £4.213m underspend. Budgets held centrally within the ring-fenced 2016/17 Dedicated Schools Grant (DSG) was once again set prudently due to the demand led and volatile nature of the services demands. In line with the DfE regulations any under or overspends will automatically be carried forward to the next financial year and the local authority will consult the Schools Forum on its use.

Council's General Funding

1.38 The Council's general funding is currently forecast to be £1.624m more than the revenue budget approved at full Council in February 2016. The most significant reasons for this forecast increase in funding are as follows:

- Business Rates-Pooling with Districts - £1.363m (more than was budgeted for). Following the lack of gains in pooling income for the Council in previous financial years (due to the timing and size of business rate appeals received by the district councils) the Council did not budget to receive any income in 2016/17. The income we are currently estimated to receive from business rates pooling for 2016/17 is £1.363m.
- New Homes Bonus Returned Funding Grant - £0.235m, (more than was budgeted for). At the time of budget setting, the Council had not been notified that we would be receiving this funding in 2016/17. This is funding that was originally allocated from the Local Government Finance Settlement to fund New Homes Bonus with a commitment from the Government that any unused funding would be returned to local authorities.

Use of Balances

1.39 The Council planned to use £20.229m from the Financial Volatility Reserve to balance the Council's budgets in 2016/17 and £0.800m from the General Fund to keep this balance at 3.5% of the Council's budget requirement. Further earmarked reserves will be drawn down into service budgets during the financial year.

Capital Programme

Table B (Position as at 31 December 2016)

Capital Programme	Gross Actual Expenditure	Gross Revised Budget	Gross Latest Forecast	Gross Forecast Variance	Net Actual Expenditure	Net Revised Budget	Net Latest Forecast	Net Forecast Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services								
<u>Readiness for School</u>								
Other Readiness for School	250	25	12	-13	250	25	12	-13
Sub Total	250	25	12	-13	250	25	12	-13
<u>Learn and Achieve</u>								
Devoled Capital	836	1,338	1,338	0	-430	0	0	0
Provision of School Places (Basic Need)	11,431	12,006	12,006	0	627	0	0	0
School Condition / Maintenance Capital	824	5,421	5,421	0	824	0	0	0
School Modernisation / Condition Capital	1,871	0	0	0	-2,598	0	0	0
School Access Initiative	72	118	120	2	72	118	120	2
Academy Projects	161	382	250	-132	161	382	250	-132
Other Learn and Achieve	156	135	54	-81	156	135	54	-81
Sub Total	15,351	19,400	19,189	-211	-1,188	635	424	-211
<u>Readiness for Adult Life</u>								
Other Readiness for Adult Life	5	-34	-2	32	-9	-34	-2	32
Sub Total	5	-34	-2	32	-9	-34	-2	32
<u>Children are Safe and Healthy</u>								
Universal Infant Free School Meals Capital	53	0	0	0	53	0	0	0
Other Children are Safe and Healthy	248	988	340	-648	248	988	340	-648
Sub Total	301	988	340	-648	301	988	340	-648
Adult Care								
<u>Adult Frailty, Long Term Conditions and Physical Disability</u>								
Adult Care	116	2,083	1,875	-208	116	208	0	-208
Better Care Fund - Disabled Facility Grants	0	2,970	2,970	0	-4,884	0	0	0
Sub Total	116	5,053	4,845	-208	-4,768	208	0	-208
Community Wellbeing and Public Health								
<u>Community Resilience and Assets</u>								
Libraries	191	635	635	0	191	635	635	0
Sub Total	191	635	635	0	191	635	635	0
<u>Wellbeing</u>								
Public Health	2,974	0	0	0	2,974	0	0	0
Sub Total	2,974	0	0	0	2,974	0	0	0
Economy and Place								
<u>Sustaining and Developing Prosperity Through Infrastructure</u>								0
Highways Asset Protection	22,601	32,630	30,630	-2,000	-2,622	657	-1,343	-2,000
Integrated Transport	2,935	3,242	3,242	0	-57	-70	-70	0
Lincoln Eastern Bypass	4,104	9,159	9,159	0	4,104	0	0	0
Lincoln East-West Link	7,477	5,167	5,167	0	7,421	5,167	5,167	0
Grantham Southern Relief Road	2,046	38,134	38,134	0	370	20,134	20,134	0
Transforming Street Lighting	4,738	5,955	5,855	-100	4,738	5,955	5,855	-100
Lincolnshire Waterways	795	696	750	54	795	696	298	-398
Historic Lincoln	77	-1,607	-1,607	0	1,015	-1,607	-1,607	0
Other Sustaining and Developing Prosperity Through Infrastructure	211	-124	421	545	261	-125	521	646
Sub Total	44,984	93,252	91,751	-1,501	16,025	30,807	28,955	-1,852
<u>Protecting and Sustaining the Environment</u>								
Boston Barrier	0	0	0	0	0	0	0	0
Flood Defense	0	2,200	2,200	0	0	2,200	2,200	0
Flood & Water Risk Management	707	592	592	0	157	592	592	0
Other Protecting and Sustaining the Environment	722	1,342	1,342	0	722	1,342	1,342	0
Sub Total	1,429	4,134	4,134	0	879	4,134	4,134	0
<u>Sustaining and Growing Business and the Economy</u>								
Skegness Countryside Business Park	-151	1,050	-159	-1,209	-151	1,050	-159	-1,209
Other Sustaining and Growing Business and the Economy	1,034	-124	1,210	1,334	70	-124	318	442
Sub Total	883	926	1,051	125	-81	926	159	-767
Finance and Public Protection								
<u>Protecting the Public</u>								
Fire and Rescue and Emergency Planning	1,409	2,513	2,335	-178	1,409	2,513	2,335	-178
Fire Fleet Vehicles and Associated Equipment	183	649	397	-252	183	649	397	-252
Other Protecting the Public	1	3	0	-3	1	3	0	-3
Sub Total	1,593	3,165	2,732	-433	1,593	3,165	2,732	-432
<u>Enablers and Support to Council's Outcomes</u>								
Broadband	79	711	917	206	-80	711	917	206
Infrastructure and Refresh Programme	346	2,694	2,049	-645	332	2,694	2,049	-645
Replacement ERP Finance System	0	2,227	323	-1,904	0	2,227	323	-1,904
Care Management System (CMPP)	953	488	925	437	953	488	925	437
Property	1,852	4,129	3,754	-375	1,852	4,129	3,754	-375
Property Rationalisation Programme	1,424	3,784	3,784	0	1,424	3,784	3,784	0
Sub Total	4,654	14,033	11,752	-2,281	4,481	14,033	11,752	-2,281
<u>Other Programmes</u>								
New Developments Capital Contingency Fund	0	8,400	8,400	0	0	8,400	8,400	0
Sub Total	0	8,400	8,400	0	0	8,400	8,400	0
Total Programme	72,731	149,977	144,839	-5,138	20,648	63,922	57,541	-6,380

1.40 The capital programme comprises a series of schemes/projects which often span a number of years. Where a scheme/project is known to be exhibiting a material variance to its spend profile this will be described in the narrative associated with that Director area.

Children Services

1.41 The Children's Services capital programme is currently forecasting a £0.840m underspend. The capital programme comprises of a number of schemes / projects, which often span over financial years. The majority of Children's Services capital budget is met by grant funding. The majority of the underspend relates to Foster Capital (£0.648m) where a number of projects have been delayed and will not now start until the new financial year.

Economy and Place

1.42 A projected underspend of £1.852m for Sustaining and Developing Prosperity through Infrastructure. This is due to delay in patching and recycling works due to restructuring/associated staff vacancies and some technical issues associated with recycled materials.

1.43 Sustaining and Growing Business and the Economy is currently projecting an underspend of £0.767m mainly due to delay in construction on the Skegness Countryside Business Park relating to utilities issue. However plans are now in place to progress this before the end of the financial year.

Finance and Public Protection

1.44 Finance and Public Protection is forecasting an underspend of £0.432m. This is mainly due to £0.178m project delays within Fire and Rescue property programme and £0.252m in their fleet programme. Further re-alignment of the fleet programme is being planned.

Enablers and Support to Council's Outcomes

1.45 A forecast of £2.281m underspend by Enablers and Support to Council's Outcomes is anticipated by end of the year. This is mainly due to the following:

- Replacement ERP Finance System - A £1.904m underspend caused by delays in making milestone payments to Serco relating to the ERP replacement, Agresso;
- Infrastructure and Refresh Programme - A further underspend of £0.645m within Infrastructure and Refresh programme due to delays in starting new projects; and

- Property – An underspend of £0.375m in Property due more schools converting to academies than anticipated and further requirement of delayed projects to be re-phased into 2017/18.

1.46 These underspends are offset by £0.206m overspend in Broadband due to additional costs of the new phase of the programme and £0.437m additional cost in delivering the Care Management System, Mosaic.

Other Programmes

1.47 For 2016/17 the Council set aside £7.500m in a New Developments Capital Contingency Fund for capital schemes which emerge during the financial year. There was also an underspending in 2015/16 of £1.650m which has been carried forward and is available for schemes in 2016/17. To date during the financial year £0.750m has been allocated. This has been utilised to fund the following schemes:

- Foster Care Capital Schemes (£0.600m);
- Replacement Air Conditioning Units across Council properties to comply with legislative requirements (£0.030m); and
- County Farms – Road Improvement Schemes (£0.072m) and works to meet Minimum Energy Efficiency Standards (£0.048m).

1.48 Within this budget the Council have also earmarked funds for the following schemes:

- A contribution to the Blue Light Collaboration Project with the Police and Ambulance Services (£4.800m); and
- County Council funding for highways works at Holbeach Peppermint Junction (£3.020m).

Capital Financing

1.49 The following table sets out the financing of the net capital programme:

NET CAPITAL PROGRAMME FUNDING	
Source of Financing	£'000
Revenue Contributions to Capital	4,994
Capital Receipts	0
Borrowing	58,928
TOTAL FUNDING	63,922

2. Legal Issues:

Equality Act 2010

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

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

* Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

* Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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

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

* Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it

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

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

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

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

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

As the Report simply reports on performance against the budget, there are no implications that need to be taken into account by the Executive.

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

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

As the Report simply reports on performance against the budget, there are no implications that need to be taken into account by the Executive.

Crime and Disorder

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

As the Report simply reports on performance against the budget, there are no implications that need to be taken into account by the Executive.

3. Conclusion

3.1 The Council's current position on the revenue budget and capital programme are within the report for the Executive to note.

4. Legal Comments:

The Report sets out an update on spending compared with budgets for the financial year starting on 1 April 2016 to assist the Executive to monitor the financial performance of the Council.

5. Resource Comments:

The report indicates that both the current year revenue and capital budgets are projected to be spending within the resources available and therefore no additional call on the reserves of the Council will be required within the current financial year.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Overview and Scrutiny Management Committee will consider this report at its meeting scheduled to be held on 26 January 2017. Comments from the Committee will be reported to the Executive.

d) Have Risks and Impact Analysis been carried out?

No

e) Risks and Impact Analysis

Not Applicable

7. 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.

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

Report to:	Overview and Scrutiny Management Committee
Date:	26 January 2017
Subject:	Council Budget 2017/18

Summary:

This report sets out the Council Budget proposals for 2017/18. The Executive, at its meeting on 20 December 2016, agreed the budget proposals described in the attached report and addendum as its preferred option for the purposes of further consultation.

Actions Required:

The Overview and Scrutiny Management Committee is asked to consider and comment upon the Executive's proposals. Comments from the Committee will be considered by the Executive at its meeting on 7 February 2017.

1. Background

The Executive, at its meeting on 20 December 2016, agreed budget proposals for consultation. The report to the Executive describes these in detail (**Appendix B**) and the addendum paper (**Appendix A**) which was tabled at the meeting describes the impact on the Council's budgets of the provisional Local Government Finance Settlement for 2017/18 which was issued on Thursday 15 December 2016.

Further Consultation

In addition to the review of budget proposals by the Overview and Scrutiny Management Committee further scrutiny and consultation includes:

- All other Council Scrutiny Committees will have the opportunity to scrutinise budget proposals in detail during January;
- Budget proposals have been publicised on the Council's website together with the opportunity for the public to comment; and
- A consultation meeting with local business representatives, trade unions and other partners will take place on 27 January 2017.

Consultation comments and responses will be available to be considered when the Executive makes its final budget proposals on 7 February 2017.

2. Conclusion

These budget proposals reflect the level of government funding available to the Council and the proposal to increase Council Tax in 2017/18 by 1.95%, plus 2.00% for the Adult Care precept. 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. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

An Equality Impact Assessment will be completed for the proposed increase in Council Tax. This will be reported to the Executive at its meeting on 7 February 2017.

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

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Executive Addendum Paper to the Council Budget 2017/18
Appendix B	Executive Paper: Council Budget 2017/18 (including: Appendix 1 Commissioning Strategy Glossary and Appendix 2 Scrutiny Committee Comments from the Finance Workshops held in November/December 2016)

5. Background Papers

Document title	Where the document can be viewed
Provisional Local Government Finance Settlement announcements	Executive Director Finance and Public Protection
Council Budget 2016/17	Executive Director Finance and Public Protection

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

TABLED ITEM – EXECUTIVE 20 DECEMBER 2016

UPDATE TO THE COUNCIL BUDGET 2017/18

The following information on the Provisional Local Government Finance Settlement 2017/18 has been received since the preparation of the original Executive Report. The impact of this information on the Council's budget proposals is set out below. This information should be read in conjunction with the original Council Budget Paper.

Provisional Local Government Finance Settlement and Multi Year Settlement Funding

The provisional Local Government Finance Settlement was issued on Thursday 15 December, this has honoured the commitment to levels of funding for Revenue Support Grant, Transitional Grant and Rural Services Delivery Grant set out in the multi-year settlement for 2017/18. These values are set out in the main Executive report at **Table 1**.

The Settlement announcement has also transferred £241m nationally from the New Homes Bonus Grant to adult social care funding and has confirmed that councils could also raise the council tax precept for social care by 3.00% in 2017/18. The current budget proposal is for a 2.00% increase in the adult care precept. An increase to 3.00% next year generates an additional £2.5m.

Other Revenue Government Grants

The provisional Local Government Finance Settlement announcement has reduced the amount of funding due to the Council for New Homes Bonus and added a new grant called the 2017/18 Adult Social Care Support Grant.

- New Homes Bonus Grant of £3.555m (previously £4.555m) for 2017/18. This reflects the reduction to the number of payment years for the New Homes Bonus from six years to five in 2017/18. The grant is now also limited so Council's only receive money from the scheme for homes built above the 0.4% national housing growth baseline; and
- The 2017/18 Adult Social Care Support Grant of £3.383m for 2017/18. This funding is the County Council's share of the £241m transferred from the New Homes Bonus Grant. Allocations are based on the Adult Social Care Relative Needs Formula. The Settlement announcement only includes a one year award for this grant, no indicative figures have been provided for future years.

Council Tax

The Secretary of State in the provisional Local Government Finance Settlement has announced confirmed the referendum threshold would remain at 2.00%. He also announced that the net increase in Social Care Precept will remain at 6.00% over the next three years, however, local authorities will not be limited to an annual increase of 2.00%. Local authorities could choose to increase this element of their precept by 3.00% in both of

the next two years (2017/18 and 2018/19), but the total increase may be no more than 6.00% over the next three years.

At present the budget model assumes 2.00% per annum increases for the next three years. Moving, for example, to a 3.00% increase in the next two years and no increase in the third year will generate £2.5m additional income in 2017/18; £5.0m additional income in 2018/19; and no additional income in 2019/20.

A decision will be required on the increase in the adult care precept for next year. At present the draft budget assumes a 2.00% increase.

Business Rates

The provisional Local Government Finance Settlement has updated the estimated income due to the County Council from business rates in 2017/18 to £104.093m (previously £104.921m). This comprises £18.948m (previously £20.874m) collected by the seven District Council's in Lincolnshire and a top up grant of £85.145m (previously £84.047m) from Central Government as the total business rates collected in Lincolnshire are not sufficient to cover local authority spending in the area.

Comparing business rates funding received for 2016/17 to 2017/18, the Council has seen an increase of £1.178m or 1.14% (previously £2.006m or 1.95%) in Business Rates funding between the two financial years.

Implications of additional revenue income

The overall impact of the above changes to the Council's funding has increased the Council's income for 2017/18 by £1.555m (details are set out in the table below):

	Original Assumptions	Provisional LG Finance Settlement	Variance
	£'m	£'m	£'m
Business Rates - Locally Retained Element	20.874	18.948	-1.926
Business Rates - Top Up	84.047	85.145	1.098
New Homes Bonus Grant	4.555	3.555	-1.000
The 2017-18 Adult Social Care Support Grant	0.000	3.383	3.383
TOTAL	109.476	111.031	1.555

The Executive is therefore asked to consider the proposed use of this additional income. This additional income could be used:

- To reduce the amount of funding required from the Financial Volatility Reserve to set a balanced budget in 2017/18;
- To fund additional spending by the Council or reduce the savings required to be made; or
- To reduce the planned increase in Council Tax of 3.95%.

It is recommended that this net additional funding is used to reduce the contribution required from the Council's Financial Volatility Reserve to meet the 2017/18 budget shortfall. There is still uncertainty regarding the outcomes of the final Local Government Finance Settlement. There is also continued uncertainty regarding outstanding announcements in respect of a number of specific grants for 2017/18, which could also face larger reductions compared to 2016/17. Overall levels of funding to local government are reducing and will continue to reduce in future years. Use of this funding to smooth the effect of these reductions will allow the Council more time to develop robust new service models. Continuing to reduce service spending while securing additional income from an increase in Council Tax, by 3.95% should make the Council more resilient to the pressures caused by reduced funding.

The Council's Overall Revenue Budget

The table below has been updated to incorporate the additional income above. **TABLE 2** 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 2: Summary Revenue Budget

SUMMARY REVENUE BUDGET	2017/18 £m
EXPENDITURE:	
Base Budget	465.860
Cost Pressures (<i>including inflation</i>)	26.075
Savings	-39.172
Total Expenditure	452.763
Use of Reserves	-26.059
Budget Requirement	426.704
INCOME:	
Local Retention of Business Rates	104.093
Revenue Support Grant	48.291
Other Grants	16.324
County Precept	257.996
Total Income	426.704

The use of this additional income reduces the originally proposed contribution from the Financial Volatility Reserve from £27.914m to £26.359m.

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Executive

Open Report on behalf of Pete Moore, Executive Director Resources and Public Protection
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Report to:	Executive
Date:	20 December 2016
Subject:	Council Budget 2017/18
Decision Reference:	
Key decision?	Yes

Summary:

This report describes the Council's budget proposals based on the four year funding deal announced by Government as part of the 2016/17 Local Government Financial Settlement. Details of the Provisional Local Government Finance Settlement for 2017/18 have not yet been issued, but it is anticipated these will follow the previously announced funding levels.

The Executive are asked to make proposals for the Council's budget for 2017/18 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 go ahead with the proposed business rate pooling arrangement for 2017/18.

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 four weeks after the notification of the Provisional Local Government Finance Settlement.

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 2017/18. Following receipt of the Provisional Local Government Finance Settlement, the Council may withdraw from this arrangement on condition they notify Government 28 days after the Settlement date.

1. Background

1.1 This report sets out a one year financial plan for revenue and capital budgets. For the third 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, waste disposal and the Council's responsibility to pay staff and contractors the National Living Wage. These pressures mean the Council doesn't consider it practicable, 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 plus 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 2017/18 it is anticipated 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 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 2017/18. 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 Settlement and Multi Year Settlement Funding

1.6 The Provisional Local Government Settlement for 2017/18 has not yet been received from central government. Any information received in advance of this meeting will be analysed and tabled at the meeting. This paper has been prepared based on the four year funding deal announced as part of the Provisional Settlement for 2016/17.

1.7 The Provisional Local Government Settlement for 2016/17 and letter dated 10 March 2016 from the Secretary of State for Communities and Local Government offered local authorities the opportunity to sign up for greater flexibility in use of capital receipts for revenue transformation and greater confidence in future funding by way of a four year budget settlement. In order to accept this offer, local authorities were required to notify the Secretary of State, not later than 14 October 2016, of their wish to accept the offer and provide a published Efficiency Plan.

1.8 At its meeting on 16 September 2016 the County Council approved an Efficiency Plan, flexible use of capital receipts (and the effect on Prudential Indicators) and acceptance of the four year funding deal. On 16 November the Secretary of State for Communities and Local Government confirmed that the Council were formally on this Multi Year Settlement.

1.9 The Multi Year Funding Settlement will provide the Council with confirmed minimum funding for Revenue Support Grant, Transitional Grant and Rural Services Delivery Grant from 2016/17 to 2019/20 (**TABLE 1**). This level of funding for 2017/18 has been built into the Council's budget proposals set out below.

TABLE 1: Multi Year Settlement Funding Levels

Funding Summary	2016/17	2017/18	2018/19	2019/20
	£'m	£'m	£'m	£'m
Revenue Support Grant	70.351	48.292	33.964	20.139
Transitional Grant	0.011	0.009	0.000	0.000
Rural Services Delivery Grant	6.892	5.565	4.281	5.565
TOTAL	77.254	53.866	38.245	25.704

1.10 When comparing the level of Revenue Support Grant (RSG) received for 2016/17 to 2017/18, the Council has seen a reduction of £22.059m or 31.36% in funding between the two financial years. Taking this forward based on the four year funding deal the following reductions in RSG would be seen:

- 2017/18 to 2018/19: £14.328m or 29.67%
- 2018/19 to 2019/20: £13.825m or 40.70%

1.11 Rural Services Delivery Grant of £5.565m has been awarded as part of the multi-year settlement for 2017/18. This is in recognition of the higher costs of providing services in rural areas. Transitional grant of £0.009m has been awarded for 2017/18. This is for those Council's with the sharpest reductions in Revenue Support Grant.

Other Revenue Government Grants

1.12 It is anticipated that the following non-specific grants will be received in addition to those forming part of the multi-year settlement:

- New Homes Bonus Grant of £4.555m is estimated for 2017/18 (an increase of £1.327m from 2016/17) relating to the increase in the number of new properties built in Lincolnshire;
- Inshore Fisheries Conservation Authorities from the Department for Environment, Food and Rural Affairs of £0.128m. It is assumed that this grant will continue at the same rate as in 2016/17;
- Extended Rights to Free Travel from the Department for Education of £0.632m. It is assumed that this grant will continue at the same rate as in 2016/17;
- Education Services Grant (ESG). The Government announced the removal of £600m from the ESG general rate from September 2017. Local Authorities are to receive transition ESG funding that covers maintained schools from April 2017 to August 2017 only. The Council has received guidance from Government that the rate per pupil for 2017/18 will decrease from £77 per pupil in 2016/17 to £55 per pupil. Estimated income from ESG

for 2017/18 is £0.836m based on the Council's estimate of pupil numbers in maintained schools and applying the grant rate of £55 per pupil.

The retained duties element of the ESG will be added to the Dedicated Schools Grant schools block for 2017/18. This budget is estimated to be £1.557m. Local Authorities are awaiting further detail of the duties to be included under this arrangement, which will be included in the forthcoming consultation on changes to the School and Early Years Finance Regulations; and

- Lead Local Flood authority grant of £0.111m for 2017/18 has been confirmed.

1.13 The Public Health Grant will continue as a separate ring-fenced grant in 2017/18. Indicative allocations were announced in February 2016 along with the grant for 2016/17. The estimated grant for 2017/18 is £33.524m, a reduction of £0.526m from the 2016/17 award of £34.050m.

Council Tax

1.14 It is proposed that Council Tax will be increased by 3.95% for 2017/18. It is anticipated that the Secretary of State will announce that the Government's referendum threshold for 2017/18 will remain at 2.00% with a number of exceptions, notably that 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 £9.804m.

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 2017. This information will be reported to the Executive at its meeting on 7 February 2017, together with the funding this will generate for the County Council.

1.16 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 7 February 2017.

Business Rates

1.17 The multi-year settlement deal estimated the business rates receivable to be £104.921m; comprising £20.874m actually collected by the seven District Councils in Lincolnshire and a top up grant of £84.047m from Central Government as the total business rates collected in Lincolnshire are not sufficient to cover local authority spending in the area.

1.18 Comparing business rates funding received for 2016/17 to 2017/18, the Council has seen an increase of £2.006m or 1.95% in Business Rates funding between the two financial years.

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 2017. These will be reported to the Executive at its meeting on 7 February 2017. 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 also be on this basis.

1.20 The Autumn Statement announced the continuation of the small business rate relief and a further extension to include a rural rate relief. It is therefore anticipated that Government will continue to compensate local authorities in full for the extension of small business rate relief and new rural rate relief. At the time of preparing this paper the Council is awaiting announcement of the value of this grant (the value of this grant in 2016/17 was £2.418m). This will be built into the budget assumptions reported to the Executive at its meeting on 7 February 2017.

Business Rates Pooling 2017/18

1.21 The Local Retention of Business Rates Scheme allows the County Council to consider the option of pooling our business rates with other local authorities. It is assumed that arrangements will be similar to last year where local authorities had 28 days beginning on the date on which the draft Local Government Finance Report is published to consider if they wish to be designated in a pool.

1.22 The proposed pooling arrangement for 2017/18 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 £1.103m from being 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 2017/18, when received, will be used to reduce the amount planned to be used from reserves in 2017/18.

The Council's Overall Revenue Budget

1.23 The table below (**TABLE 2**) 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 2: Summary Revenue Budget

SUMMARY REVENUE BUDGET	2017/18 £m
EXPENDITURE:	
Base Budget	465.860
Cost Pressures (<i>including inflation</i>)	26.075
Savings	-39.172
Total Expenditure	452.763
Use of Reserves	-27.614
Budget Requirement	425.149
INCOME:	
Local Retention of Business Rates	104.921
Revenue Support Grant	48.291
Other Grants	13.941
County Precept	257.996
Total Income	425.149

1.24 The Council proposes to allocate an additional £1.453m of resources in 2017/18 to fund pay inflation. Details on all other cost pressures and savings included within the Council's budget for 2017/18 are set out in the Commissioning Strategy narratives below.

1.25 The Council proposes to use reserves of £27.614m to balance the Council's budget and keep the Council's general reserves at 3.5% of the Council's total budget. 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.

Revenue Budgets

1.26 Revenue budgets for 2017/18 are shown in **TABLE 3** 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 1** 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. There is also a reduction in the employers pension contribution rate from 19.8% to 16.4%. This has removed £2.883m from service budgets. The reduction in rate has been offset by an increase in the lump sum payment made annually by the Council to the Pension fund. Details on this change are set out in paragraph 1.86 below.

TABLE 3: Net Service Revenue Budget 2017/18 and change over previous year

Commissioning Strategy Revenue Budgets	2016/17	2017/18
	£m	£m
Readiness for School	5.376	4.732
Learn & Achieve	33.017	31.397
Readiness for Adult Life	4.946	4.292
Children are Safe & Healthy	61.774	63.831
Adult Safeguarding	1.795	1.777
Adult Frailty, Long Term Conditions & Physical Disability	99.065	98.440
Carers	1.889	1.889
Adult Specialities	50.908	52.976
Community Resilience & Assets	11.113	9.847
Wellbeing	31.044	27.748
Sustaining & Developing Prosperity Through Infrastructure	44.824	40.037
Protecting & Sustaining the Environment	23.309	24.954
Sustaining & Growing Business & the Economy	1.265	1.242
Protecting the Public	23.409	22.441
How We Do Our Business	8.116	9.042
Enablers & Support to Council Outcomes	35.764	35.109
Public Health Grant Income	-34.050	-33.524
Other Budgets	67.341	59.236
Delegated Schools Budget	465.994	465.994
Dedicated Schools Grant	-501.365	-502.922
Schools Related Expenditure	30.325	34.225
Total Net Expenditure	465.859	452.763
Transfer to/from Earmarked Reserves	-20.165	-27.914
Transfer to/from General Reserves	-0.800	0.300
Budget Requirement	444.894	425.149

Please see Appendix 1 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: Readiness for School, Learn and Achieve, Readiness for Adult Life and Children are Safe and Healthy.

1.29 **Readiness for School** strategy is proposing to make savings of £0.611m (or 8.06% of the 2016/17 budget) in 2017/18. The reduction is proposed through a

new model of delivery based on commissioning a single Early Year's service. This model will combine elements of the current Locality Services and Early Years activities in Children's Centre Communities.

1.30 **Learn and Achieve** strategy is proposing to make savings of £1.283m (or 3.88% of the 2016/17 budget) in 2017/18. Within the area of Special Educational Needs and Disabilities base budget reductions of £0.640m and £0.145m are proposed from identifying funding available from other government funding source to sustain the current level of permanent provision. A reduction of £0.417m is planned for the School Improvement Service (full year effect of the 2016/17 budget decision) following the implementation of a sector-led approach to school improvement. This reduction coincides with the government's reduction in the Education Support Grant which the school improvement service is funded from.

1.31 In addition, a saving of £0.081m (full year effect) will be realised in 2017/18 from the 2016/17 budget decision to end the additional transport provision provided for the University Technology College (from September 2016), and to provide the same offering as all other non-selective schools in Lincolnshire in line with current policy. A cost pressure of £0.190m is proposed for the additional school transport costs associated with the closure of the Mablethorpe school site for Monks Dyke Technology College.

1.32 The Home to School/College Transport is a challenging and volatile budget with unfavourable economic conditions (e.g. living wage, legislation changes etc.) including the impact of school reorganisations, therefore remains a financial risk to the Council.

1.33 **Readiness for Adult Life** strategy is proposing to make savings of £0.605m (or 12.30% of the 2016/17 budget) in 2017/18. The proposed reduction of £0.605m provides the full year effect of the cost savings from the 2016/17 budget decision to decommission part of the service whilst retaining some capacity for tracking young people to fulfil the Local Authority's duty to track 16-17 year olds. The schools traded services of supporting attendance and careers guidance has ended.

1.34 **Children are Safe and Healthy** strategy is proposing to make savings of £0.568m (or 0.96% of the 2016/17 budget) in 2017/18 following a review of its service delivery model and commissioning intentions. Planned reductions of £0.218m (full year effect of the 2016/17 budget decision) relate to the integration of family support capacity implemented in 2016/17 (early help offer). The insourced family action contract and integration of the troubled families programme has created greater synergies within the service. A further reduction of £0.350m relates to the proposed decommissioning of the Family Nurse Partnership service.

1.35 A number of cost pressures exist within children's social care where the Local Authority has a statutory duty to protect children and take action when thresholds are met. Financial shortfalls have been identified for the current and future year based on the growth trends on the number of looked after children placements and special guardianships orders. Nationally demand levels are increasing too. The permanent cost pressure proposed for 2017/18 is £1.882m.

1.36 Additional social care staffing is required to respond to the increase in the number of referrals (5% or 190 rise in the last year) in children in need and in care. In addition, cases coming into social care are become even more complex. The social care staffing cost pressure proposed for 2017/18 is £0.581m.

1.37 A further cost pressure of £0.600m is proposed for the Local Authority's legal duty to provide supported accommodation for homeless 16-17 year olds and care leavers. The complexity of individuals needs and an increase in demand has contributed to this. The Local Authority is exploring options of meeting these growing demands more cost effectively.

Adult Care

1.38 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.

1.39 The Adult Care budget is set in the context of increasing demographic pressure and cost pressures related to service provider fee increases in order to accommodate the increasing cost of employment as a result of the National Living Wage. This results in a proposed cost pressure of £6.670m in 2017/18.

1.40 Savings in 2017/18 of £4.083m are proposed, covering two of the four Commissioning Strategies.

1.41 **Adult Frailty and Long Term Conditions** propose a £3.648m saving in 2017/18 (or 3.68% of the 2016/17 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 the additional full year effect of the change in the policy introduced in April 2016 (£1.663m); efficiencies made through joint commissioning with partners and pooled funding arrangements (£1.685m); and reshaping management and commissioning processes following the implementation of the Mosaic Care Management System (£0.300m).

1.42 **Specialist Adult Services** propose a £0.435m saving in 2017/18 (or 0.85% of the 2016/17 original budget). It is proposed that this will deliver by an increase in user contributions to services as described above and by further efficiencies in micro-commissioning.

1.43 The Better Care Fund (BCF) continues to have a profound effect on Adult Care in Lincolnshire. £53.538m (£48.654m revenue and £4.884m capital) was earmarked for the Lincolnshire health and care economy in 2016/17. Spend against this allocation was agreed with the four Clinical Commissioning Groups (CCGs) and £16.825m was allocated to the County Council in 2016/17. Discussions regarding the 2017/18 allocation of the BCF are ongoing and are likely to be agreed early in 2017. A new additional BCF funding regime will also be put in place for 2017/18 with additional funding (suggested to be in the region of £2.106m) paid direct to upper-tier councils to be added into the pooled fund.

Community Wellbeing and Public Health

Community Resilience and Assets

1.44 The **Advice, Information and support from Community and Volunteer Sector** have proposed savings of £0.172m in 2017/18 (or 23.24% of the 2016/17 original budget). This saving is mainly the full year effect of the recommissioning of the Volunteer Infrastructure Support commissioned by the Council (£0.141m) and from the cessation of the Service Level Agreement (SLA) with Just Lincolnshire which was required to secure Big Lottery funding (£0.031m).

1.45 **Library and Information Services** have proposed savings of £0.400m for 2017/18 (or 6.91% of the 2016/17 original Budget). These savings are part of the planned operating model of the library service contract and do not require any changes to the contracted service provision.

1.46 **Financial Inclusion** has a proposed saving of £0.684m in 2017/18 (or 100.00% of the 2016/17 original budget). This budget currently funds the activities commissioned with the Citizens Advice Bureau. Whilst this budget proposal will remove 100% of the base budget for this activity, the activity will continue to be supported for at least two years with the use of reserves, whilst fully reviewing the impact of this budget change.

Wellbeing

1.47 **Health Improvement, Prevention and Self-Management** has a proposed saving of £1.339m (or 32.74% of the 2016/17 original budget). This proposed saving is the full year effect of the significant reduction in Health Improvement activities implemented during 2016/17. This ceased our commissioning of activities such as adult weight management, health trainer programme, sports co-ordination, food and health programmes, walking programmes, master gardener, health support for offenders and reduced support for the smoking cessation programme.

1.48 **Housing Related Support (HRS)** has a proposed saving of £0.994m for 2017/18 (or 24.94% of the 2016/17 original budget), these savings are planned to be realised through reviewing the budget required to deliver the existing Housing Related Support contracts and the Wellbeing Service in 2017/18 and making efficiencies across these services.

1.49 **Prevention and Treatment of Substance Misuse** has a proposed saving of £0.944m (or 14.19% of the 2015/16 original budget). This proposed saving is the full year effect of the 25% reduction implemented during 2016/17. The service has been through a re-procurement of its substance misuse contracts to achieve this saving, moving to a single provider, reducing the number of people who can be treated by the service, and focusing on those for whom the most impact can be achieved in terms of outcomes.

Environment and Economy

Sustaining and Developing Prosperity Through Infrastructure

1.50 **Transportation and Concessionary Fares** has a proposed budget reduction of £0.363m in 2017/18 (or 2.59% of the 2016/17 original budget of £14.011m, half of which is concessionary fares). This proposed saving is the full year effect of the staff reductions which will be implemented as part of the Transportation Service staff restructure.

1.51 **Highway Asset Maintenance** has a proposed budget reduction of £2.617m in 2017/18 (or 13.29% of the 2016/17 original budget). This proposed saving is the full year effect of changes implemented during 2016/17 completing a 25% reduction of this activity. The changes have included:

- 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.

1.52 **Highway Network Management** has a proposed budget reduction of £0.759m in 2017/18 (or 8.77% of the original 2016/17 budget). This saving will be met from the Winter Maintenance budget and will be realised by improved efficiencies through route based forecasting and treatment. There is no planned change from the current treatment routes policy. We will need to draw from the adverse weather reserve and contingency if savings are not realised in any year due to adverse weather conditions.

1.53 **Heritage Operation and Development** has proposed savings of £0.802m in 2017/18 (or 45.70% of the 2016/17 original budget). The Executive have approved the review of the model of delivery of this service, which will ultimately reduce significantly the council budget required for supporting these facilities maximising the income generation opportunities available.

Protecting and Sustaining the Environment

1.54 The Protecting and Sustaining the Environment commissioning strategy currently delivers waste management services, sustainable planning, flood and water risk management, the natural and built environment and reducing carbon emissions.

1.55 The savings proposed from this strategy are £0.353m for 2017/18 (or 1.51% of the 2016/17 original budget). These savings are proposed to be delivered by reducing the work supporting reduction in carbon emissions (£0.053m); reducing the spend on minor flood risk management schemes (£0.089m); reducing the funding for protecting and enhancing the natural and built environment

partnerships e.g. the Wolds and GNLP (£0.067m); and reductions in the staff structure of the Sustainable Planning team.

1.56 Whilst savings had already been implemented during 2016/17 to meet the rising demand of waste disposal costs, it is proposed to fund an on-going cost pressure around Waste Disposal (£1.568m); supplementary services (£0.064m) and a short term pressure of responding to household waste facility requirements in Boston (£0.300m).

Sustaining and Growing Business and the Economy

1.57 There are no proposed budget savings in Sustaining and Growing Business and the Economy.

Finance and Public Protection

Protecting the Public

1.58 **Fire and Rescue** have a proposed budget saving of £1.005m in 2017/18 (or by 5.17% of the 2016/17 original budget). The 2016/17 original budget for this service is £19.444m. An element of these savings is the full year effect of changes already implemented during 2016/17 primarily around changes to the crewing arrangements at Lincoln North Fire Station. Savings will also be delivered following implementation of the changes highlighted in the Integrated Risk Management Planning consultation 2016/17. This will include changes to the duty systems on all whole time fire stations, a further reduction in management posts and changes in a number of operational support activities.

1.59 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.

1.60 The **Registration, Celebratory and Coroners Service** has a proposed budget saving of £0.060m in 2017/18 (or 4.52% of the 2016/17 original budget). This saving is proposed from opportunities for the Registrars Service to generate additional income. We now have agreement to move forward with the new model of delivery for the Coroners Service, however, until this model is fully in place there is a cost pressure of £0.100m proposed to be funded.

1.61 **Community Safety** has a proposed budget reduction of £0.037m in 2017/18 (or by 9.00% of the 2016/17 original budget), this is the full year effect of reductions in Community Safety Initiatives.

1.62 **Road Safety** has a proposed budget reduction of £0.047m in 2017/18 (or by 13.58% of the 2016/17 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.

How we do our Business

1.63 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.

1.64 In **Budget and Policy Framework – Finance and Audit** a saving of £0.010m is proposed in 2017/18 (or 0.21% of the 2016/17 budget). This is the second year of savings generated from the finance element of the SERCO contract.

1.65 In **Decision Making, including Democratic Processes** a saving of £0.100m is proposed in 2017/18 (or 4.48% of the 2016/17 budget). These savings reflect the Boundary Commission recommendations to reduce the size of the Council from 77 councillors to 70 from May 2017.

1.66 A cost pressure of £1.100m is proposed to fund the cost of running the County Council elections in May 2017. This is a one off cost pressure that occurs once every four years.

Enablers and Support to Council's Outcomes

1.67 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.

1.68 In **Information Management and Technology Strategy and Support** it is proposed to fund cost pressures totalling £1.614m in 2017/18 (or an increase of 17.02% of the 2016/17 budget). £1.400m is proposed for the annual licence costs for the Microsoft Enterprise Agreement.

1.69 It is proposed that costs in this area will be driven down by the support services contract 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 also leverage the best value for the Council, as should rationalisation of IT systems. The delay in delivering some of these proposed changes has caused the savings thought to be achievable to be pushed back into future years. This has caused a cost pressure of £0.214m in 2017/18 due to the timing of the savings delivery.

1.70 In **Property Strategy and Support** a saving of £0.216m is proposed in 2017/18 (or 2.62% of the 2016/17 budget). £0.141m of these savings would be delivered through continued rationalisation of the Council's property portfolio, a reduction in the general maintenance budget for Council owned travellers sites, removal of the exit costs budget for facilities management and a reduction to the

Council's dilapidations budget. £0.075m is proposed to come from additional rental income generated by the County Farms Estate.

1.71 **People Management** activity is proposing to make savings of £0.133m (or 3.44% of the 2016/17 budget) in 2017/18. The proposed budget reductions relate to the 2016/17 budget decisions to end the 2 year graduate programme for new entrants (savings have been profiled), and the full year effect of savings from ceasing of the leadership management development programme. A permanent cost pressure of £0.032m has been identified for the provision of asbestos medicals for Fire-fighters.

1.72 In **Commissioning** a saving of £0.161m is proposed in 2017/18 (or 4.80% of the 2016/17 budget). Proposed savings in this area will be achieved by removal of the budget for a fixed term post which ends in March 2017.

1.73 In **Business Support** a saving of £1.233m is proposed in 2017/18 (or by 11.58% of the 2016/17 budget). The budget for business support is predominately a staffing budget, with the exception of a small number of corporate budgets, such as, postage and off site storage. As a support service the reshaping of this service will follow changes to other 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 deliver its savings from this process.

1.74 In **Strategic Communications** a saving of £0.202m is proposed in 2017/18 (or by 19.77% of the 2016/17 budget). The saving is proposed to be delivered by the removal of vacant posts from the Strategic Communications team and a reduction to three editions a year of County News which will reduce publishing and delivery costs.

Schools

1.75 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.

1.76 Lincolnshire's DSG indicative allocation for 2017/18 is £502.922m, 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 schools delegated budget perspective.

1.77 For 2017/18, the government has confirmed that no local authority will see a reduction from their 2016/17 DSG funding, therefore being protected in cash terms. Protection arrangements for individual schools 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).

1.78 The government will launch the second stage of the fairer funding consultation for schools and high needs funding, to apply for 2018/19 (a year later than planned). The government still plan to implement funding changes in 2017/18 for early years funding to providers and schools delivering early years entitlement.

1.79 Lincolnshire's pupil premium indicative allocation for 2017/18 is £28.264m. Pupil premium funding nationally is at £2.412 billion, and will grow for increases 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 2017/18 allocations will be released in year.

Other Budgets

1.80 **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 1.92 to 1.97). The revenue implications of the capital programme are estimated to cost the Council £39.239m in 2017/18. The overall affordability of the capital programme has been reviewed to ensure the impact on the revenue budget remain affordable.

1.81 During 2016/17 the Council has reviewed it's Minimum Revenue Provision Policy (MRP). MRP is a charge to the Council's revenue account to make provision for the repayment of the Council's outstanding capital debt liabilities. The Council is required by law to set aside an amount for this provision which it considers to be prudent. Statutory Guidance which accompanies Regulations provides options for the calculation of MRP and gives Council's significant discretion in determining the level of MRP.

1.82 The Guidance states that 'the broad aim of prudent provision is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant'.

1.83 It is estimated that the changes to the policy will save £9.184m in 2017/18.

1.84 The Council is also budgeting for £1.000m of receipts from investment of cash balances in 2017/18.

1.85 The Council also proposes the following savings from other budgets:

- A reduction of £2.500m to the Council's redundancy budget to £2.000m. This budget funds any redundancies arising from the Council reshaping services;

- A reduction of £1.000m to the Council's contingency budget to £3.000m. This budget is used to fund any emerging financial issues which arise during the financial year; and
- A saving of £0.200m from the removal of the Council Tax Support Funding Budget. This was created when the Council Tax Schemes administered by the district council's changed to cover any additional administration costs. This has not been required and it is proposed that this will be removed from 2017/18.

1.86 The following cost pressures are proposed within other budgets:

- An additional £4.922m has been budgeted in 2017/18 for the Council's obligation to pay all employees and some specific contractors a National Living Wage taking this to £9.712m for the increases in rates seen for 2016/17 and 2017/18. 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;
- A net increase of £3.513m for the Council's monetary contribution to the Local Government Pension Fund. The triennial review of the fund has taken place and applies from April 2017. The effect of the review has been to reduce the percentage employers' contribution to the fund from 19.8% to 16.4% this has reduced spending on pension costs in service budgets by £2.883m. However the review has increased in the monetary contribution by £6.396m to £7.557m in 2017/18; and
- Creation of a budget of £0.600m to fund the Apprenticeship Levy which comes into the force in April 2017.

1.87 The Autumn Statement 2016 and the Provisional Local Government Settlement of that year 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.

1.88 It is currently proposed that an amount of £8.000m will be used from income generated from capital receipts to fund these types of schemes in 2017/18. Details of the schemes to be funded and the Council's updated Efficiency Plan will be presented to Executive at its meeting on 7 February 2017.

Reserves

1.89 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, at 31 March 2016 the balance stood at £15.600m. General reserves, at 31 March 2017, are estimated to be £14.900m which is 3.5%. To maintain the Council's general fund balance at

3.5% at 31 March 2018 requires a balance of £15.200m. In 2017/18, this will require an additional £0.300m from the general fund to fund other Council services.

1.90 During 2016/17 the Council has reviewed all balances in reserves. This has identified a number of reserves which are no longer required for the original purpose and where balances, which are held to manage risk, can be reduced. The proposed total value of reserves to be given up is £6.217m. It is proposed that these balances are transferred into the Financial Volatility Reserve.

1.91 At the 31 March 2016, the Council set aside £43.830m in the Financial Volatility Reserve help smooth the effect of funding reductions in 2017/18 and future financial periods. It is estimated that the balance in this reserve will be £49.634m at the end of 2017/18. It is planned to use £27.914m from the Financial Volatility Reserve to balance the budget in 2017/18.

Capital Programme

1.92 The proposed capital programme matches the revenue budget and runs until 2017/18, 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 £332.816m from 2017/18 onwards, with grants and contributions of £181.313m giving a net programme of £151.503m to be funded by the County Council.

1.93 The overall capital programme and its funding are shown in **TABLE 4** below.

TABLE 4: Summary Capital Programme 2016/17 plus future year's commitments.

	2016/17 £m	2017/18 £m	Future Years £m
Gross Capital Programme	149.977	142.032	190.784
Less: Grants and Contributions	-86.054	-70.588	-110.725
Net Programme Funded by LCC	63.923	71.444	80.059
Funded By:			
Revenue Funding	4.994	0.600	0.000
Borrowing	58.929	70.844	80.059
Total Funding by LCC	63.923	71.444	80.059

1.94 The following amendments have been made to the net capital programme in 2017/18 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 £0.527m in 2017/18;
 - The maintenance of existing property assets and essential property works linked to Asbestos, work place regulations and disabled access: £3.200m in 2017/18; and
 - The ICT infrastructure and IT refresh programme: £0.600m in 2017/18.
- New Developments Capital Contingency budgets of: £7.500m in 2017/18, to fund any emerging schemes identified in these financial years; and
- Further budget for Grantham Southern Relief Road of £11.500m in future years to reflect the total cost of the project and provide further underwriting of developer's contributions.

1.95 The Council receives government grant funding to support large parts of the capital programme, including schools and roads maintenance. The following grants have been announced and incorporated into the capital programme in 2017/18 and future years:

- An award for Highways Asset Protection Maintenance Block of £27.570m and £2.482m Pot Holes Funding in 2017/18. Further indicative awards have been made up to 2020/21 when the grant is estimated to be £24.954m each year;
- The final year of 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
- A two year award for Provision of Schools Place Basic Need Grant £8.914m in 2017/18 and £11.026m in 2018/19. This will allow the Council to plan strategically for the places needed in schools.

1.96 At the time of preparing this paper the Council is awaiting announcements on Devolved Schools Capital, Schools Modernisation, Adult Care and Fire Capital Grants for 2017/18.

1.97 The Council funds the net capital programme primarily through borrowing £70.844m in 2017/18, with smaller elements coming from revenue contributions of £0.600m.

Legal Issues

1.98 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 Joint Strategic Needs Assessment
- The Joint Health and Wellbeing Strategy
- The Duty under section 17 of the Crime and Disorder Act 1998

1.99 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.

1.100 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.

1.101 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).

1.102 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.

1.103 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.

1.104 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.

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

1.106 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.

1.107 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.

1.108 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.

1.109 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 1.98 including the public sector equality duty and where required consultation.

1.110 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 £22.131m after use to balance the 2017/18 budget) and the annual Contingency budget of £3.000m for 2017/18, 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 2017/18 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. Subject to the limits on Council Tax increases 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 £27.204m, plus a £0.300m addition to the General Fund balance, to produce a balanced budget.

To achieve a sustainable budget in 2018/19 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 2016 a number of workshops were held with the Council's Scrutiny Committees. Comments from these meetings are set out at **Appendix 2** to this report.

Further Scrutiny and Consultation

A consultation meeting with local business representatives, trade unions and other partners will take place on 27 January 2017.

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 7 February 2017.

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 7 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 1	Commissioning Strategies Glossary
Appendix 2	Scrutiny Committee Comments from the Financial Challenges Workshops held on November/December 2016

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 2016/17	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 Private, Voluntary and Independent 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	
	Children with Disabilities	
Readiness for Adult Life	Careers Service	This commissioning strategy aims to ensure all young people will be prepared and ready for adult life.
	Positive activities for young people	
	Teenage Pregnancy	
	Supported accommodation/lodgings	
	Supported employment	
	Lincs Secure Unit	
	Reducing youth offending	
	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	
	Child and Adolescent Mental Health Services	
	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.

COMMISSIONING STRATEGY	COMMISSIONING ACTIVITIES	DEFINITION OF COMMISSIONING STRATEGY
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.
	Financial Inclusion	
	Library and information services	
	Customer Service Centre	
Wellbeing	Health Improvement, prevention and self management	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.
	Public Health statutory service	
	Wellbeing Service (including specialist equipment, assistive technology and Disabled Facility Grants)	
	Sexual Health	
	Housing related support	
	Prevention and treatment of substance misuse	
Protecting the Public	Preventing and reducing crime	This commissioning strategy will cover all of the work required in order to protect the communities in Lincolnshire.
	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	
	Registration, Celebratory and Coroners service	
Sustaining & Developing Prosperity Through Infrastructure	Transportation including concessionary fares and other government grants etc	This commissioning strategy facilitates growth and prosperity through encouraging investment and enhancing the economic potential of the county.
	Highway asset maintenance	
	Highway network management	
	New transport investments including highways improvements and bypasses, growth corridors and programmes	
	Heritage & tourism operation and development	
Protecting & Sustaining the Environment	Reducing carbon emissions	This commissioning strategy covers how the Council will protect, enhance and balance our environmental needs.
	Flood risk management	
	Protecting and enhancing the natural & built environment	
	Waste management	
	Sustainable Planning	
Sustaining & Growing Business & the Economy	Improving skills and employability	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.
	Encourage enterprise through support to business and our growth sectors	
	Attracting and expanding business investment	
	Lobbying and attracting funding for Lincolnshire	

COMMISSIONING STRATEGY	COMMISSIONING ACTIVITIES	DEFINITION OF COMMISSIONING STRATEGY
How We Do Our Business	Budget & Policy Framework - Finance & Audit Chief Executive's Office Decision making, including the democratic processes and elections Monitoring Officer requirements 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 Councils 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.

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Scrutiny Committee Comments on Financial Challenges Workshops

Adults Scrutiny Committee – 30 November 2016

Seven members (including one replacement member) of the Adults Scrutiny Committee attended the Adult Care Financial Challenges workshop, together with the Executive Support Councillor. The Committee members have agreed to put forward the following comments to the Executive.

Demographic Modelling

A key element of the Adult Care budget planning is demography. There had been a historic assumption since 2011/12 of demographic pressures of between 3% and 4% per annum. As part of the presentation, the Committee members were advised that this assumption no longer applied and the budget pressures had been 'rebased' resulting in a reduction of a £1.801 million in the expected budget pressures, against a previously anticipated sum of £8.501 million. The Committee members supported this rationale, and the continued activity analysing demography. As a result of the rebasing budget pressures of £6.7 million remained.

Importance of Prevention and Promoting Health and Wellbeing

The Committee members emphasised the importance of services, which supported prevention and promoted overall health and wellbeing. Helping people to live as independently as possible for as long as possible would always assist in reducing the pressures on the Adult Care. To this end, the Committee members also supported developments with technology, including information technology, as a means of enabling people to live independently.

Working with NHS Commissioners

The Committee members reflected on the degree to which the commissioners of Adult Care and the commissioners of NHS services could further develop their joint working, within the currently configured local NHS structures. The Committee members recorded their support for continued close working with NHS colleagues to ensure that members of the public received high quality services.

Social Care Precept

The workshop meeting raised the issue of the Social Care precept and how this was used. It has been clarified as follows: the additional funding derived from the Social Care Precept (£4.7 million) has been used to deal with nationally recognised pressures in Adult Social Care responsibilities. Locally these include demographic pressures and the impact of the national living wage. This additional funding was used to help fund these specific gross pressures identified across Adult Care which totalled £7.882 million in 2016/17.

Children and Young People Scrutiny Committee – 25 November 2016

The Children and Young People Scrutiny Committee held a Budget workshop on 25 November 2016 to consider the financial pressures facing Children's Services.

Key comments from the Committee were as follows:-

General

It was queried when Scrutiny would be engaged in the discussions for the second and third year budget reductions. The Executive Director for Children's Services agreed to raise this with the Executive Director for Finance and Public Protection.

Readiness for school

Concerns were raised as to whether services would be lost in children's centres to deliver the proposed savings. Officers confirmed that the savings would be from contract efficiency, managerial reductions and re-design of services delivered through a range of community facilities.

Learn and Achieve

Concerns were expressed about the consequence of the reduction in the cutting of grass verges for enabling safe walking routes to school. There was a need for a joined up approach so that certain grass verges were prioritised to ensure the continuation of safe walking routes to school. It was confirmed that Officers were endeavouring to do this.

It was confirmed that the loss of the Education Support Grant would be managed at a corporate level.

Children are Safe and Healthy

With regards to the new Early Help service, concerns were expressed about whether workloads would increase for staff. It was confirmed that there was no reduction in the number of frontline staff through re-structuring, and the reductions were at a managerial level. Caseloads would continue to be monitored closely, although it was noted that Social Worker caseloads were increasing and that this had been identified as a cost pressure.

Cost Pressures

Concerns were raised about the increase in the number of out of county residential placements and the associated costs. Officers confirmed that out of county residential placements and costs were closely monitored to see if any could be brought back in to Lincolnshire. Cost pressures for out of county, supported accommodation and kinship and associated places were noted and supported.

Concerns were expressed about the increasing caseloads for social workers as a result of the increase in the number of referrals. The Committee strongly supported the request for extra funding for additional social care staff to respond to this increase in referrals.

Community and Public Safety Scrutiny Committee – 14 December 2016

The Community and Public Safety Scrutiny Committee held a budget workshop on 14 December 2016 to consider the financial pressures for this service area. The workshop produced the following comments for consideration by the Executive:

- The level of overlap and inefficiency in the voluntary sector was highlighted as an area for future consideration to ensure funding is used effectively.
- The proposal to use reserves for 2 years to mitigate impact in relation to Financial Inclusion support was supported.
- The option for 400k operational efficiencies from the Library & Information Services contract was welcomed, but the need for additional information to be presented to scrutiny was highlighted.
- Concerns were highlighted regarding any future savings or reductions from the Fire & Rescue and Emergency Planning budget.
- A greater focus on Traded Standards being developed as a traded service was supported. However, concerns were highlighted in relation to the regulatory role of Trading Standards moving forward.
- Exploring further opportunities for income generation in the Registrars & Coroners was supported as a priority.

Economic Scrutiny Committee – 29 November 2016

The Economic Scrutiny Committee held a budget workshop on 29 November 2016 to consider the financial pressures for this service area. It was highlighted that the budget trend for Economic Development in recent years had resulted in a 50% reduction since 2013/2014. Officers highlighted that for 2017/18 the Economic Development budget was stable but was in the High/Very High Risk category and key priorities would include; the ongoing attraction of external funding, helping partners to support the Council's objectives and the development of creative ways of extending the budget.

The workshop produced the following comments for consideration by the Executive:

- The need to ensure a focus on developing skills and training for young people was highlighted as a possible priority. In addition, the need to develop the right skills for Lincolnshire was stressed, including:
 - An increase in the required types of apprenticeships for the skilled areas needed to grow the economy.
 - Support the development of closer working and co-operation between Lincolnshire Colleges and training providers.
 - The possible development of a Public Sector Apprenticeship Scheme to develop the skills needed for Lincolnshire.
- The need to ensure that international trade agreements work for Lincolnshire and support small and medium sized local businesses was highlighted.
- The need for the Council to act as an effective facilitator for 'match funding', rather than a provider was identified as a future priority. It was suggested that partnerships are important, but time consuming, and therefore Economic Development should focus on those partnerships that achieve the most impact – the LEP, major foreign owned business, universities, and Midlands Engine.

- The importance of establishing the next stage of major projects was identified, to continue to develop the infrastructure to support development in Lincolnshire. It was also suggested that officers continue to look at ambitious projects to work with partners such as the Ministry of Justice, MoD, etc.
- It was agreed that in the future, projects would need to be of sufficient scale to have a tangible impact and be focused to obtain the best return. There was also a need for creative thinking and an increased synergy between different services to ensure added value is achieved.
- The possibility of Economic Development being established as a chargeable service was suggested, in order to make the most effective use of the skills and experience from this area. However, it was recognised that the team is small and that chargeable activity must not distort the team's LCC work programme.
- The need for priorities to be assessed to determine shared benefits when working with partners was supported. This is to ensure that all partners that share the benefit of a project or an investment make a contribution to the scheme.
- A desire to see pooled funding for the benefit of the County was identified as a possible future goal. This should focus on developing strong partnerships for Lincolnshire.

Environmental Scrutiny Committee – 2 December 2016

The Environmental Scrutiny Committee held a budget workshop on the 02 December 2016 to consider the financial pressures for this service area. Cost Pressures identified for 2017/18 included the increased costs of mixed dry recyclable materials, business rates, disposal of mattresses & road sweepings and a general increase in volume of materials received.

The workshop produced the following comments for consideration by the Executive:

- The need to ensure that future efforts were targeted in a focused way was highlighted, with more priority given to areas where funding can have a bigger impact.
- The ongoing importance of carbon reduction was suggested as a future priority, specifically the need to progressively invest to save initiatives.
- The SCORE project was identified as an area for future consideration, to ensure that the work undertaken with Lincolnshire Schools was maintained and built upon. It was also suggested that a project similar to SCORE be undertaken on the Council's own estate and recommended that Corporate Property consider the possible benefits of improved energy efficiency.
- The need to protect Flood Schemes where property level flooding is involved was highlighted as a key priority area for consideration. There was also concern about the potential reduction in smaller localised schemes.
- The need to maintain the current threshold for considering flood incidents under section 19 of the Flood and Water Management Act 2010 was highlighted.

Highways and Transport Scrutiny Committee – 28 November 2016

The Highways and Transport Scrutiny Committee held a budget workshop on 28 November 2016 to consider the financial pressures facing Highways and Transportation. It was highlighted that the proposed 2017/18 Savings for the Highways Revenue Budget would be £3.38m. In addition to the planned service reductions additional pressures and savings included - construction inflation (averaged 3.65% pa equivalent to approx. £650k pa), asset growth (circa £100k pa) and the introduction of the Living Wage.

The workshop produced the following comments for consideration by the Executive:

Structural Maintenance (Savings = £0.53m)

- Concerns were highlighted in relation to the reduction in minor maintenance work due to the proposed reduction in divisional area maintenance teams. The importance to continue the repair of signage was highlighted as a possible priority area, particularly when this signage was linked to the enforcement of Traffic Regulation Orders.
- The importance of assessing the potential long term increase in costs was highlighted, due to the reduction in routine maintenance and whether this could result in greater potential costs in future years.

Environmental Maintenance (Savings = £0.77m)

- The removal of amenity grass cutting was raised as an area of concern due to the potential impact unkempt verges could have on the economy and tourism in Lincolnshire. Several different areas were highlighted for consideration, these included:
 - Whether an analysis on the possible economic impact of the removal of amenity grass cutting would be undertaken.
 - That there was a need for improved communication and joined up working with District and Parish Councils to provide cost effective services to the people of Lincolnshire. It was stressed that communication with local councils is essential as part of the change process.
 - That consideration be given to amenity grass cutting becoming a supplementary charged service with the option for local communities, public and private sector organisations being able to pay for the service in areas where it would have a positive impact. It was suggested this could follow a model similar to the sponsorship of roundabout advertising, etc.
- The one treatment a year weed control currently provided as part of the Highway Asset Management Plan was queried. It was suggested that due to the limited effectiveness of just one treatment a year the current level of weed control appeared to be of little value. A member suggested that this area might be reviewed to determine the impact the cessation of this service would have on the highways structure, and whether the current service level offers value for money.

Safety Maintenance (Savings = £1.22m)

- The service reduction in gully emptying and drainage cleansing to less than one cycle per annum and emergencies was highlighted as an area of concern. There was concern about the impact on the public and the increased risk of localised flooding and complaints.
- There was concern that the possible increase risk of localised flooding due to the reduction of Safety Maintenance could be perceived as moving the cost and risk on to residents through potential increased insurance premiums, etc.

Other Maintenance (Savings = £100k)

- Concerns were highlighted about the need to ensure that self-service options were fit for purpose and that the public needed to have confidence in the options available under the proposed new operating model.

Transportation (Passenger Transport Unit)

- Members highlighted areas of work such as the 'Max Respect Scheme' and queried the sustainability of these projects in the current financial climate. Officers confirmed that there needed to be a change of focus and for the limited resources to be used in a more effective way.
- Concerns around the Community Transport Hub development were highlighted by members, specifically in relation to the viability of schemes due to managed withdrawal of grant funding. There were also concerns that schemes may fold due to the increased levels of work required to join a CT Hub.
- Members highlighted concern in relation to accessibility issues due to the proposal for no new accessible bus stops. The impact/risks of this proposal under disability discrimination legislation were highlighted as a concern.

Value for Money Scrutiny Committee – 22 November 2016

The Value for Money Scrutiny Committee held a budget workshop on the 22 November 2016 to consider the financial pressures for this service area. The workshop produced the following comments for consideration by the Executive:

ICT Strategy and Support

- It was highlighted that there was a need to be aware of annual license costs and consider whether this spend could be capitalised if purchased for multiple years.

Property Strategy and Support

- It was suggested that the property rationalisation programme continue to be a priority, in order to achieve savings on property rental costs. The need to consider an increased scope for generating income from the Council's property portfolio was also highlighted as a key future priority.

Commissioning

- The importance of prioritising income generation activity, such as providing a traded commissioning service to schools, academies and continuing to promote shared services across Lincolnshire was highlighted. The need to develop a more entrepreneurial council was also recommended as a way to introduce new ideas into the current commissioning model.
- It was suggested that additional work be undertaken to assess the feasibility for income generation from council services. The possibility for a Council building company was highlighted as a positive example of fresh thinking.

Business Support

- It was highlighted that this diverse service area covering a wide range of service where the potential impact of reduced funding was substantial. A member of the committee recommended that the saving expectation for Business Support should be reconsidered.

- A traded or commissioning model for Business Support was supported as a potential priority as an innovative way of developing the service further.

Strategic Communications

- The need to consider a move towards more effective methods of communication activity was highlighted as a potential future priority. This should focus around greater digital engagement with self-serve subscriptions available for residents to register for.
- The need to minimise the cost of providing content was highlighted as an area for future consideration. It was suggest that platform improvements in IT would aid in achieving future savings in providing media content.

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Open Report on behalf of Tony McArdle, Chief Executive

Report to:	Overview and Scrutiny Management Committee
Date:	26 January 2017
Subject:	Final Draft Council Business Plan 2017/2018

Summary:

The purpose of this report is for the Overview and Scrutiny Management Committee to consider the outcomes and measures that are the final draft Council Business Plan 2017/2018 detailed in Appendix A. The Executive will consider the final draft Council Business Plan at its meeting on 7th February 2017, prior to approval by Council on 24th February 2017. The Council Business Plan is part of the Budget and Policy Framework and must be approved by full Council.

Actions Required:

The Overview and Scrutiny Management Committee is asked to consider and comment on the final draft Council Business Plan 2017/2018 as specified in Appendix A. These comments will be considered by the Executive at its meeting on 7th February 2017.

1. Background

The format and content of the Council Business Plan remains largely unchanged from 2016/17 (except of course for the inclusion of 2017/18 targets). The draft Council Business Plan is attached in Appendix A and changes to content are attached in Appendix B. The current performance and target column details actual performance and target for the first 6 months of 2016/2017 (April to September 2016) unless otherwise stated. Two columns have been added to the Council Business Plan to help Elected Members see at a glance if latest performance in Quarter 2 was achieved and to help interpret the desired trajectory of performance.

The targets in the final draft Council Business Plan, that is the outcomes and measures from the commissioning strategies, are based on performance information as at mid-December 2016 and are subject to change once the 2016/17 outturn is known. This one-year Council Business Plan will allow the new Council, after the May elections, to review priorities as well as taking into account changes in the wider economy and the nature of demand. A caveat to reflect this has been included in the final draft Council Business Plan 2017/18.

Next Steps

The final draft Council Business Plan 2017/2018 will be reported the Executive on 7th February 2017 and finalised by the Leader and recommended for approval by Council on 24th February 2017.

2. Conclusion

The outcomes and measures in Appendix A represent the final draft Council Business Plan 2017/2018 and the Overview and Scrutiny Management Committee is invited to comment on the final draft. The Executive will consider and approve the final draft in principle for recommendation to Council with any changes being made by the Leader in light of comments from the Overview and Scrutiny Management Committee and discussions with Executive Councillors.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

Any changes to services, policies and projects are subject to an Equality Impact Analysis. The considerations of the contents and subsequent decisions are all taken with regard to existing policies.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Draft Council Business Plan 2017/2018
Appendix B	Changes from Council Business Plan 2016/2017 to 2017/2018











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 jasmine.sodhi@lincolnshire.gov.uk or 01522 552124.








Appendix A Draft Council Business Plan 2017/2018

Our communities are safe and protected









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.	Annual Target April 2016 – March 2017 Unless otherwise stated	Latest Performance and Target April 2016 – Sept 2016	Annual Target April 2017- March 2018	Direction of Travel	April – Sept 2016  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
Protecting the public 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.	The public are protected from unsafe and dangerous goods	1. Illicit alcohol and tobacco seized Number of illicit alcohol and tobacco products seized. Products include: . Illicit alcohol and tobacco includes counterfeit, non-duty paid, unsafe, incorrectly labelled, and other illicit brands.	3918 products	Actual 1,870 products Target 1,959	Target to be confirmed once Q3 performance is analysed	Higher number of products is better	 The service forecast for yearend is to be on target.
	2. Unsafe and illicit goods removed from the market 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 and toys. Illicit goods are largely counterfeit goods. These figures are dependent on successful legal process, meaning forfeiture or surrendering of the products.	24,000	Actual 21,907 products Target 20,000 products	Target to be confirmed once Q3 performance is analysed	Higher number of goods removed is better		
	3. High risk premises inspected by Trading Standards 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.	363 premises	Actual 137 premises Target 130 premises	363 premises	Higher number of premises inspected is better		
	5. Alcohol related anti-social behaviour incidents 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'.	Decrease by 5% on 2015/16 year end outturn	Actual 1,681 incidents Target 1,823 incidents	Decrease by 5% on 2016/17 year end outturn	Lower number of incidents is better		
	6. Alcohol related violent crime incidents 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.	Decrease by 5% on 2015/16 year end outturn	Actual 732 incidents Target 790 incidents	Decrease by 5% on 2016/17 year end outturn	Lower number of incidents is better		
	Increase public confidence in how we tackle domestic abuse	7. Reported incidents of domestic abuse 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.	Increase by 3% on 2015/16 year end outturn	Actual 5,089 reported incidents Target 5,246 reported incidents	Increase by 3% on 2016/17 year end outturn	Higher number of reported incidents is better	 The yearend forecast is expected to be lower number of reported incidents than the annual target and the reasons for what seems to be a plateau in reporting








2017/18 targets in this document are informed by latest performance information (2016/2017 Q2) and are subject to change to reflect 2016/17 out turns; changes in the wider economy; the nature of demand; the consequences of any service reductions and any changes in priorities. 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	Measures	Annual Target April 2016 – March 2017 Unless otherwise stated	Latest Performance and Target April 2016 – Sept 2016	Annual Target April 2017- March 2018	Direction of Travel	April – Sept 2016  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
							require a considerable amount of analysis and longer term trend data.
		8. Domestic homicides A Domestic Homicide is identified by the Police and refers to when someone has been killed as a result of domestic violence.	It is not appropriate to set a target for this measure	5	It is not appropriate to set a target for this measure	Lower is better	
		9. Repeat victims of domestic abuse 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 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.	It is not appropriate to set a target for this measure	17.8%	It is not appropriate to set a target for this measure	Maintain rate of repeat referrals	
	Reduce the number of people killed and seriously injured on Lincolnshire's roads	11. People killed and seriously injured in road traffic collisions Data is reported by calendar year, with 3 month (1 quarter lag)	It is not appropriate to set a target for this measure	Actual 93 casualties March – June 2015	It is not appropriate to set a target for this measure	Lower is better	
		12. Children killed or seriously injured in road traffic collisions Data is reported by calendar year, with 3 month (1 quarter) lag		Actual 7 casualties March – June 2015		Lower is better	
	Reduce adult reoffending	13. 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.	62% satisfaction 2015/2016	Actual 55.6% satisfaction 2015/2016 Target 62% satisfaction 2015/2016	Exceed the national result for 2016/2017	Higher percentage of satisfaction is better	 A year end forecast is not available as this measure is reported nationally as part of the Crime Survey for England and Wales. The service is planning to

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.	Annual Target April 2016 – March 2017 Unless otherwise stated	Latest Performance and Target April 2016 – Sept 2016	Annual Target April 2017- March 2018	Direction of Travel	April – Sept 2016  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
							work with Lincolnshire Police to develop this measure in order to be better informed of progress in the future.
		<p>14. Adults Reoffending</p> <p>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 3 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. The data is reported cumulatively. This measurement is local to Lincolnshire, it does not replace the existing or forthcoming MOJ Reoffending Rate but is meant to compliment and allow more timely and practical analysis. The methodology is intended to mirror the format of the revised MOJ Reoffending Rate which will be used nationally from October 2017 however the final figures will not be the same due to slightly different cohort compositions.</p>	Decrease by 2% on 2015/16 year end outturn	<p>Actual 31.9% April – June 2016</p> <p>Target 31.2% April – June 2016</p>	Decrease by 2% on 2016/17 year end outturn	Lower percentage of adults reoffending is better	 <p>The yearend forecast is 31.7% (based on the average cohort size and the average number of offenders in 2015/2016) and as the last 5 quarters (Q1 2015/2016 to Q1 2016/2017) have shown an upward trend in reoffending rates, it is unlikely that the yearend target of 2% reduction will be achieved.</p>
	Reduce the number of young people committing a crime	<p>15. Juvenile first time offenders</p> <p>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>	203 July 2016 – June 2017	<p>Actual 265 April 2015 – March 2016</p> <p>Target 203 April 2015 – March 2016</p>	203 Target based on Midlands Regional Average for the period July 2017– June 2018	Lower number of offenders is better	 <p>Based on historical trends the yearend forecast is 275. Performance has fluctuated for some time and is also influenced in part by Police activity and decision making. Efforts are being made to address this with Police colleagues and the Youth Offending Strategic Management Board.</p>
		<p>16. Victim Engagement</p> <p>This measure counts the number of victims who were asked to</p>	25% 2015/2016	Actual 63.6%	25%	Higher percentage is	








2017/18 targets in this document are informed by latest performance information (2016/2017 Q2) and are subject to change to reflect 2016/17 out turns; changes in the wider economy; the nature of demand; the consequences of any service reductions and any changes in priorities. 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.	Annual Target April 2016 – March 2017 Unless otherwise stated	Latest Performance and Target April 2016 – Sept 2016	Annual Target April 2017- March 2018	Direction of Travel	April – Sept 2016  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
		participate in an initial Referral Order Panel, how many actually attended.		April 2015 – March 2016 Target 25% April 2015 – March 2016		better	
		18. 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 Lincolnshire Youth Offending Service.	34.8% Reoffending in Jan 2015- Dec 2015 (latest data from the Youth Justice Board) Target based on Midlands Regional Average reoffending in Jan 2014 - Dec 2014	Actual 32.9% Reoffending in October 2013 - Sept 2014 (latest data from the Youth Justice Board) Target Oct 2013-Sept 2014 34.8%	34.8% Reoffending in Jan 2013- Dec 2013 (latest data from the Youth Justice Board) Target based on Midlands Regional Average reoffending in Jan 2013- Dec 2013	Lower percentage is better	
	Reduce fires and their consequences	19. 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.	138.93 per 100,000 population 976 fires	Actual 75.88 per 100,000 population 559 fires Target 72.54 per 100,000 population 531 fires	133.47 per 100,000 population 983 fires	Lower is better	
		20. 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	Actual 0.54 per 100,000 population 4 fatalities	It is not appropriate to set a target for this measure	Lower is better	
		21. 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).	3.27 per 10,000 population 243 fires	Actual 1.49 per 10,000 population 110 fires Target	3.27 per 10,000 population 241 fires	Lower is better	

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.	Annual Target April 2016 – March 2017 Unless otherwise stated	Latest Performance and Target April 2016 – Sept 2016	Annual Target April 2017- March 2018	Direction of Travel	April – Sept 2016  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
				1.76 per 10,000 population 129 fires			
		22. 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 245 fires	Actual 1.98 per 10,000 population 146 fires Target 2.35 per 10,000 population 172 fires	3.35 per 10,000 population 247 fires	Lower is better	
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. Looked after children This measure counts the number of looked after children per 10,000 population aged under 18. This measure is reported taking a snapshot in time.	656 children 45 per 10,000 population under 18	Actual as at 30 th September 2016 664 children 47 per 10,000 population under 18 Target as at 30 th September 2016 656 children 45 per 10,000 population under 18	656 children 45 per 10,000 population under 18	Lower number of looked after children is better	
		24. 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. This measure is reported taking a snapshot in time.	340 children 24 per 10,000 population under 18	Actual as at 30 th September 2016 322 children 22.6 per 10,000 population under 18 Target as at 30 th September 2016 340 children 24 per 10,000 population under 18	340 children 24 per 10,000 population under 18	Lower is better	
		25. Average time taken to move a child from	430 days	Actual	430 days	Lower number	










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.	Annual Target April 2016 – March 2017 Unless otherwise stated	Latest Performance and Target April 2016 – Sept 2016	Annual Target April 2017- March 2018	Direction of Travel	April – Sept 2016  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
		<p>care to an adoptive family</p> <p>This measure counts the average number of days between the child entering care and moving in with their adoptive family. This measure is reported as a three year rolling average.</p>		<p>average June 2014 – Sept 2017 374 days</p> <p>Target average June 2014 – Sep 2017 430 days</p>		of days is better	
		<p>26. Average time taken to match a child to an adoptive family</p> <p>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. This measure is reported as a three year rolling average.</p>	200 days	<p>Actual average June 2014 – Sept 2017 174 days</p> <p>Target average June 2014 – Sep 2017 200 days</p>	200 days	Lower number of days is better	
<p>Safeguarding adults</p> <p>The purpose of this commissioning strategy is that vulnerable adults' rights are protected so that everyone can live safely and free from abuse and neglect.</p>	<p>Safeguarding adults whose circumstances make them vulnerable, protecting them from avoidable harm and acting in their best interests where they lack capacity</p>	<p>27. People report they feel safe</p> <p>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.</p>	94% 2015/2016	<p>Actual 2015/2016 93%</p> <p>Target 2015/2016 94%</p>	94%	Higher percentage is better	
		<p>28. Safeguarding cases supported by an advocate</p> <p>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.</p>	100%	<p>Actual 96.3%</p> <p>Target 100%</p>	100%	Higher percentage is better	
		<p>29. Safeguarding referrals where the source of risk is a service provider</p> <p>This measure records the proportion of safeguarding referrals where 'source of risk' is a 'service provider'</p>	16%	<p>Actual 15.6%</p> <p>Target 16%</p>	16%	Lower percentage is better	
		<p>30. Adult safeguarding reviews where risk was reduced or removed</p> <p>This measure records the proportion of completed (and substantiated) safeguarding referrals where the risk was reduced or removed. Please note the definition of this measure will be amended in 2017/2018 to reflect review information captured nationally in order to allow benchmarking. The current definition does not allow for comparison across Councils.</p>	60%	<p>Actual 71.7%</p> <p>Target 60%</p>	65%	Higher percentage is better	

The health and wellbeing is improved






Commissioning Strategy	Outcome 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.	Annual Target April 2016 – March 2017 Unless otherwise stated	Latest Performance and Target April 2016 – Sept 2016	Annual Target April 2017- March 2018	Direction of Travel	April – Sept 2016  - Achieved  - Improving but not yet achieved  - Not achieved  - Measured
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	<p>31. Percentage of alcohol users that left drug treatment successfully who do not re-present to treatment within 6 months</p> <p>This measures the percentage of alcohol users that leave drug treatment successfully. Individuals achieving this outcome demonstrate a significant improvement in health and well-being in terms of: - increased longevity; reduced alcohol related illnesses and hospital admissions; improved parenting skills; and improved psychological health. It will also reduce the harms to others caused by dependent drinking.</p> <p>Alongside this, it aligns with the ambition of both public health and the Government's strategy of increasing the number of individuals recovering from addiction and also aligns well with the outcome of reducing re-offending rates, given that offending behaviour is often closely linked to dependent alcohol use.</p>	Revised definition for this measure.	Revised definition for this measure will be reported in Q3 2016/2017 The definition for Q1 and Q2 was People referred for alcohol treatment completing treatment in a planned way	40% Unable to provide a number of clients successfully completed treatment as the denominator varies each quarter.	Higher percentage is better	
	Health and Social Care staff have the skills and knowledge to support people to take responsibility for their own health and wellbeing	<p>103. Number of Health and Social Care staff trained in Making Every Contact Count (MECC)</p> <p>This measure records number of staff who receive training (face to face and e-learning) in how to offer brief advice and refer people to appropriate services in order to make positive changes to their physical and mental health and wellbeing</p>	New measure for Council Business Plan	800 Projected year end performance for 2016/17	1000 Progress reported quarterly but target is annual	Higher is better	n/a
	Older people are able to live life to the full and feel part of their communities	<p>32. Older people supported by the Wellbeing Service to maintain their independence</p> <p>This measure records the percentage of people who cited needs linked to aids and adaptations had their needs met by the Wellbeing Service.</p>	85%	Actual April - June 2016 85.28% 730 people received support Target April – June 2016 85%	85% Unable to provide a number of people who cited their needs were met as the denominator varies each quarter.	Higher percentage is better	
	Peoples' health and wellbeing is improved	<p>33. People aged 40 to 74 offered and received an NHS health check</p> <p>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)</p>	55%	Actual April – June 2016 57.2% Target April – June 2016	55%	Higher percentage is better	

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		<p>34. 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. This measure is reported with a 6 month (2 Q lag)</p>	2,045 (for data relating to April 2016 - March 17)	55% Actual Jan – Mar 2016 2045 Target Jan – March 2016 2127	2,045 (for data relating to April 2017 – Mar 2018)	Higher number of diagnoses is better	
<p>Community resilience and assets</p> <p>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.</p>	<p>Enable and encourage people to participate in Lincolnshire's culture</p>	<p>35. Contact with the heritage service either in person, on the phone, by email or via the website Contact with the heritage service either in person, on the phone, by email or via the website</p>	4,800,000	Actual 2,808,142 Target 2,400,000	4,800,000 contacts	Higher number is better	
		<p>36. Number of visits to Core Libraries and Mobile Library services Number of physical visits to: Boston; Lincoln; Stamford; Grantham; Gainsborough; Mablethorpe; Skegness; Sleaford; Spalding and Louth libraries which are open from between 45 to 58 hours per week and Bourne; Horncastle; Market Rasen; Woodhall Spa; Long Sutton libraries which are open from between 18 to 45 hours per week. A visit is a physical visit by an individual to a library premise as per the Chartered Institute of Public Finance and Accountancy (CIPFA) guidance.</p>	1,124,673	Actual July – Sept 2016 401,927 Target July – Sept 2016 411,531 Actual Nov – Dec 2016 247,982 Target Nov – Dec 2016 234,026	1,594,838 visits	Higher number of visits is better	 Although performance for July to Sept 2016 did not achieve the target due to lower than targeted visits in July and September, visits in November and December have met the target.
		<p>37. Number of visits to library website The definition of a visit, as per the Chartered Institute of Public Finance and Accountancy (CIPFA), is defined as a session of activity/series of one or more page impressions, served to one User to the library website (or relevant library-service-related directories of the authority website as defined by the authority).</p>	268,142	Actual July – Sept 2016 94,090 Target July – Sept 2016 94,361	390,873 visits to website	Higher number of visits is better	
		<p>38. 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.</p>	1,172.25	Actual July – Sept 2016 814.4 hours Target	1779.80 hours	Higher number of hours is better	










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				July – Sept 2016 345.45			
	Communities and residents are supported to be involved in local decision making and have their views taken into account	39. Voluntary and community groups/organisations actively supported in Lincolnshire A Non-governmental organisation refers to civil society organisations (i.e. voluntary organisations and community led organisations).	1,400 groups/ organisations	Actual April – June 2016 386 groups/ organisations Target April – June 2016 350	800 groups/ organisations	Higher number of groups/ organisations is better	
		105. People supported who have accessed volunteer opportunities through Lincolnshire County Council supported projects	New measure for 2017/2018		1,400 people supported	Higher number of people supported is better	n/a
	Make a positive difference for our communities	40. 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			n/a	n/a
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	42. 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. Results are reported in arrears so for example, Summer 2016 results are validated and reported in Q4 2017.	Summer 2014 results 29%	Actual Summer 2015 results 32.6% Target Summer 2015 results 27% (Summer 2016 results will be validated and reported in Q4)	4 percentage points below the national all authorities benchmark. Target to be confirmed October 2017	Smaller percentage is better	As this is an annual measure it is not possible to forecast until validated data for 2016 Summer results is available in April 2017








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		<p>44. 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. This measure is reported as a snap shot in time.</p>	98%	<p>Actual as at 30th September 2016 73.8%</p> <p>Target as at 30th September 2016 85%</p>	97%	Higher percentage is better	 The target is very ambitious as our performance is historically very high and 11% higher than the most recent national average at this time of year. Q2 performance is always historically lower than other quarters and performance is expected to improve although a year end forecast is not possible until Q3 performance is known.
		<p>45. 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. This measure is reported as a snap shot in time.</p>	85%	<p>Actual as at 30th September 2016 82.5%</p> <p>Target as at 30th September 2016 85%</p>	87%	Higher percentage is better	
		<p>46. 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. This measure is reported as a snap shot in time.</p>	90%	<p>Actual as at 30th September 2016 95%</p> <p>Target as at 30th September 2016 90%</p>	92%	Higher percentage is better	
<p>Readiness for school The purpose of this commissioning strategy is for all children to get the best possible start in</p>	<p>There is a secure foundation for all children to progress through school and life</p>	<p>47. 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.</p>	2014/2015 70%	<p>Actual 2015/2016 69.1%</p> <p>Target 2015/2016 69%</p>	1% point above the national all authorities benchmark. Target to be confirmed	Higher percentage is better	










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life so that they are ready to learn when they start school.		<p>48. Achievement gap between disadvantaged pupils and their peers at Foundation stage Achievement gap between the free school meals eligible pupils and their peers at Foundation reports all disadvantaged pupils.</p>	New measure in Council Business Plan for 2017/2018	New measure in Council Business Plan for 2017/2018	October 2017 2% points above the national all authorities benchmark. Target to be confirmed October 2017	Smaller percentage is better	n/a
Specialist Adult Services	Enhanced quality of life and care for people with learning disability, autism and or mental illness	<p>49. Adults with learning disabilities who live in their own home or with 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.</p>	75%	Actual 75.4% Target 75%	76%	Higher percentage is better	
		<p>50. 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)</p>	60%	Actual April – June 2016 59.7% Target April – June 60%	62%	Higher percentage is better	
		<p>51. 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). Is measure is reported as a snapshot in time.</p>	50%	Actual as at 30 th September 2016 47.8% Target as at 30 th September 2016 43.15	50%	Higher percentage is better	
		<p>52. 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). Please note the definition of this measure will be amended in 2017/2018 to reflect review information captured nationally in order to allow benchmarking. The current definition does not allow for comparison across Councils.</p>	95%	Actual 36.7% Target 47.5%	95%	Higher percentage is better	 Although the current yearend estimate is 87%, there is assurance given from the Learning Disability and Mental Health service areas that the annual target of 95% will be achieved
People have a positive experience of care		53. Overall satisfaction with care and support	81% 2014/2015	Actual 2015/2016	81%	Higher percentage is	

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		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.		80% Target 2015/2016 80%		better	
Carers The purpose of this 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.	Carers feel valued and respected and able to maintain their caring roles	54. Carers who receive a direct payment This measure reflects the proportion of carers who receive a direct payment.	70%	Actual 89% Target 58.6%	85%	Higher percentage is better	
		55. Carer reported quality of life 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)	Biennial measure reported in Q4 2016/2017	Biennial measure (not reported in 2017/18)	Higher is better	n/a	
		56. Carers included or consulted in discussions about the person they care for This measures 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)	Biennial measure (reported in Q4 2016/17)	Biennial measure (not reported in 2017/18)	Higher is better	n/a	
		57. 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.	75%	Actual 74.1% Target 75%	75%	Higher percentage is better	
		58. 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)	Biennial measure (reported in Q4 2016/17)	Biennial measure (not reported in 2017/18)	Higher percentage is better	n/a	
		59. 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).	1,440 per 100,000 8,500 carers	Actual 1,203 per 100,000 7,102 carers	1,440 per 100,000 8,500 carers	Higher amount of carers supported is better	 The yearend estimate is 1,270 per 100,000

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				Target 1,440 per 100,000 8,500 carers			7,550 carers
Adult frailty, long term conditions and physical disability The purpose of this commissioning strategy is to outline the local authority's intentions in Adult Care Frailty and Long Term Conditions across Lincolnshire. The key commissioning intentions focus on supporting people to live in their own homes for as long as they wish by developing high quality, personalised services that are flexible, responsive and give people choice and control over how their care and support is provided.	Enhance the quality of life for people with care and support needs	62. 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)	81% 2015/2016	Actual 2015/2016 82% Target 2015/2015 81%	81% March 2017	Higher percentage is better	
		63. Adults who receive a direct payment (Adult Frailty and Long Term Conditions) This measure reflects the proportion of all adults supported in the community who receive a direct payment. (This is a revised definition for 2017/2018 and excludes Learning Disability and Mental Health). Performance is reported as a snap shot in time.	26%	Actual as at 30 th Sept 2016 27% Latest data provided by the service Target as at 30 th September 2016 34%	28% To be confirmed	Higher percentage is better	
	Delay and reduce the need for care and support	60. 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	982 admissions 599 per 100,000	Actual 607 admissions Target 491	1,129 admissions 688 per 100,000	Lower number of admissions is better	 The yearend estimate is : 1,200 admissions 715 per 100,000
		61. 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.	67%	Actual 65.3% Target 67%	67%	Higher percentage is better	
	Ensure that people have a positive experience of care and support	65. 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	89%	Actual 43% Target 45%	89%	Higher percentage is better	










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	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.					<ul style="list-style-type: none"> ● - Achieved ● - Improving but not yet achieved ● - Not achieved ■ - Measured
		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.					









Businesses are supported to grow

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	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.					<ul style="list-style-type: none"> ● - Achieved ● - Improving but not yet achieved ● - Not achieved ■ - Measured
Learn and achieve	Improve educational attainment for all pupil	67. 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.	Academic year September 2015- July 2016 15% (which equates to around 208/209 children)	Reported annually in Q4	Academic year September 2016 – July 2017 14% (which equates to around 140 exclusions. This is expressed as exclusions rather than children as a child could have more than one exclusion)	Lower percentage is better	■
		104. Percentage of pupils achieving the threshold in English and mathematics at Key Stage 4 This is the first year this new national measure is being introduced and will allow reporting of performance against the national threshold.	New measure in 2017/2018	New measure in 2017/2018	In line with national all authorities benchmark. Target to be confirmed October 2017	Higher percentage is better	n/a
Sustaining and growing business and the economy The purpose of this commissioning strategy	Jobs created as a result of the Council's support	68. Jobs created and safeguarded The purpose of this 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.	250	Actual 184 Target 35	202	Higher percentage is better	●
		69. Businesses supported by the Council	654	Actual	750	Higher number	





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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 businesses who receive direct support and advice from services the Council commission.		358 Target 327		of businesses supported is better	
		70. Qualifications achieved by Adults Number of qualifications achieved (Skills programmes, vocational training programmes, adult and community learning) through programme support by the council.	630	Actual 668 Target 500	630	Higher amount of qualifications achieved is better.	
		71. 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. The 2017/18 target is made up of £30m LEP funding and £5m EU funding. The timetable for LEP funding meant that none could be included in 2016/2017.	£15,000,000	Actual £7,709,994 Target £1,000,000	£35,000,000	Higher amount of external funding is better	
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	72. 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	3	This measure is included for context and so It is not appropriate to set a target for this measure	Lower number of incidents is better	
		73. Properties protected from flooding It is estimated that in Lincolnshire there are about 28,000 properties which have either been flooded in the past or are thought to be at risk from surface water flooding. As outlined in the Lincolnshire Joint Flood Risk Management Strategy, in accordance with its duty to undertake improvement works to protect communities, the County Council as Lead Local Flood Authority has developed an ongoing programme of surface water flood risk management schemes.	100 properties protected	Reported annually in quarter 4	100 properties protected	Higher number of properties protected is better	n/a
	Reduce carbon emissions	74. 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	18% As at March 2017	Actual as at March 2016 13.49%	22% As at March 2018	Lower amount of emissions is better	









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




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		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.		Target as at March 2016 14%			
		75. 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	Actual 6.9 tonnes 2014 This is the latest data available from the Department of Energy and Climate Change	This measure is included for context and so It is not appropriate to set a target for this measure	Lower number of emissions is better	
	Increase recycling	76. Recycling at County Council owned Household Waste Recycling Centres (HWRC) This measure excludes all sites which are not owned by Lincolnshire County Council as the Council has limited control and influence over what streams are recycled. Performance includes some estimates where actual figures are not yet available. Officially approved data is available four months after the end of the Quarter to which it applies.	75%	Actual 76.8% Target 75%	75%	Higher percentage is better	
		77. Tonnage of recycling material collected at the kerbside The tonnage of recycling material collected at the kerbside depends on how much is presented by the public in kerbside recycling collections and on how much of that material has to be excluded due to it being non-recyclable. This measure excludes waste that has been 'rejected' so that we can see how much recyclable material was collected. Performance includes some estimates where actual figures are not yet available. Officially approved data is available four months after the end of the Quarter to which it applies.	This measure is included for context and so It is not appropriate to set a target for this measure	Actual 28,048 tonnes	This measure is included for context and so It is not appropriate to set a target for this measure	Higher tonnage of recyclable material collected is better	
		78. 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	Actual 51.9% Target 55%	55% Joint Municipal Waste Management Strategy	Higher amount of household waste recycled is better	The yearend forecast is 47.4%
		79. 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	Actual 55,024 tonnes	This measure is included for context and so It	Higher amount of green waste composted is	

2017/18 targets in this document are informed by latest performance information (2016/2017 Q2) and are subject to change to reflect 2016/17 out turns; changes in the wider economy; the nature of demand; the consequences of any service reductions and any changes in priorities. 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.	Annual Target April 2016 – March 2017 Unless otherwise stated	Latest Performance and Target April 2016 – Sept 2016	Annual Target April 2017- March 2018	Direction of Travel	April – Sept 2016  - Achieved  - Improving but not yet achieved  - Not achieved  - Measured
			is not appropriate to set a target for this measure		is not appropriate to set a target for this measure	better	
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	80. Lincoln East West Link Road	Construction started November 2014 with completion of Highway in October 2016 and Rose House in January 2017.		n/a	n/a	n/a
		81. Lincoln Eastern Bypass	Contract due to be awarded December 2016 and a start on site June 2017 with completion December 2019.		n/a	n/a	n/a
		82. Grantham Southern Relief Road	Phase 1 commenced in September 2015 with completion in June 2016. Phase 2 expected to commence in June 2017 with completion in November 2018. Phase 3 expected to commence in May 2018 with completion in May 2020 subject to no Public Inquiry.		n/a	n/a	n/a
		83. Spalding Western Relief Road	Phase 1 (Southern section) designed and submission of reserved matters planning application from developer expected in summer 2017. There is a safeguarded corridor in the South East Local Plan and the north end is awaiting development stimulus and the central section is outside the South East Local Plan period.		n/a	n/a	n/a
		84. Progress in preparation of the Lincoln Southern Relief Road	Preferred route protected by Local Plan. LCC to explore grant opportunities and awaiting development stimulus.		n/a	n/a	n/a
		85. Condition of Principal roads Annual measure reported in Q4	3% 2015/16	Actual 2% based on condition surveys done during 2015/16	2% to 3%	n/a	n/a
		86. Condition of Non Principal roads Annual measure reported in Q4	6% 2015/2016	Actual 6% based on condition surveys done during 2015/16	5% to 7%	n/a	n/a
		87. Condition of Unclassified roads Annual measure reported in Q4	30% 2015/2016	Actual 30% 2015/16 data	28% to 30%	n/a	n/a

We effectively target our resources

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.	Annual Target April 2016 – March 2017 Unless otherwise stated	Latest Performance and Target April 2016 – Sept 2016	Annual Target April 2017- March 2018	Direction of Travel	April – Sept 2016  - Achieved  - Improving but not yet achieved  - Not achieved  - Measured
How we do our business Enablers to the business Partnership engagement and support 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.	Effective financial and management accounting arrangements	88. Unqualified annual external audit opinion on the financial statements 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)	Unqualified 2015/2016	Unqualified 2015/2016	Unqualified 2016/2017	Unqualified formal opinion	
	General reserves maintained within parameters set by the financial strategy	89. General reserves are 2.5% to 3.5% of the annual budget requirement net of dedicated schools grant General reserves are usually used for strengthening the financial position and meeting future contingencies or to offset potential future losses	3.5%	3.5%	3.5%	2.5% to 3.5%	
	Maintenance of an adequate governance, risk internal control, regime	90. Unqualified annual external audit opinion on the Council's Value for Money (Annual Measure)	Unqualified 2015/2016	Unqualified 2015/2016, except for the availability of information for informed decision making	Unqualified 2016/2017	Unqualified external audit opinion	n/a
		91. Annual governance statement by the Audit Committee (Review of Council's governance, risk and control framework and assurance arrangements) (Effective or ineffective) (Annual Measure)	Effective with governance issues	Effective with governance issues	Effective with governance issues	n/a	
		92. Employee turnover	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.	Lower percentage is better	
		93. Sickness absence	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).	To be confirmed after 2017/2018 Q1 data has been analysed	Lower number of days is better	n/a
Impact and increase employment and	106. Growth in apprenticeships and the knock on effect of the employment of	This is a new measure in 2017/18	To be agreed once the				

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.	Annual Target April 2016 – March 2017 Unless otherwise stated	Latest Performance and Target April 2016 – Sept 2016	Annual Target April 2017- March 2018	Direction of Travel	April – Sept 2016  - Achieved  - Improving but not yet achieved  - Not achieved  - Measured
	apprenticeship opportunities currently offered to young people aged 16 - 24 within Lincolnshire County Council	young people Through the introduction of the new Apprenticeship Reforms, plans are being put in 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.			implications of the Apprenticeship Reforms (which covers all ages) are understood.	n/a	n/a
	Get better value from our use of land and buildings by assessing performance	94. Revenue savings Savings made by rationalising the property portfolio. Progression is made towards the proposed plan of identified savings.	£1 million by March 2019 The target represents what will be achieved if the programme of rationalisation is completed to schedule	Reported annually in quarter 4	£1 million by March 2019 The target represents what will be achieved if the programme of rationalisation is completed to schedule	Higher number of savings is better	n/a
		95. Capital receipts Progression through property disposal towards an annually set capital receipts target	£20million by April 2019 It is not appropriate to set an annual target	Actual £1,753,926	£20million by April 2019 It is not appropriate to set an annual target	Higher number is better	
	Staff are made aware of their information governance responsibilities	96. Information governance training This measure relates to the number of employees that undertake Information Governance training over a 12 month period. This measure is reported annually and has a one quarter lag so 2016/2017 data will be reported in Q1 2017/2018.	80% 2015/2016	Actual 2015/2016 80% Target 2015/2016 80%	80%	Higher percentage is better	
		97. 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. This measure is reported annually and has a one quarter lag so 2016/2017 data will be reported in Q1 2017/2018.	100% 2015/2016	Actual 2015/2016 100%	100%	Higher percentage is better	
	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	98. Reported security incidents Number of reported security incidents relating to Council assets. This measure is reported annually and has a one quarter lag so 2016/2017 data will be reported in Q1 2017/2018.	It is not appropriate to set a target for this measure	Actual 2015/2016 74%	It is not appropriate to set a target for this measure	Lower number of incidents is better	
	Meet external information assurance compliance requirements	99. Public Services Network Compliance PSN (Public Services Network) is a network operated by a number of suppliers for government that provides a trusted, reliable, cost-effective solution to departments, agencies,	Compliant	Compliant	Compliant	n/a	

2017/18 targets in this document are informed by latest performance information (2016/2017 Q2) and are subject to change to reflect 2016/17 out turns; changes in the wider economy; the nature of demand; the consequences of any service reductions and any changes in priorities. 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.	Annual Target April 2016 – March 2017 Unless otherwise stated	Latest Performance and Target April 2016 – Sept 2016	Annual Target April 2017- March 2018	Direction of Travel	April – Sept 2016  - Achieved  - Improving but not yet achieved  - Not achieved  - Measured
		local authorities and other bodies that work in the public sector, which need to share information between themselves. The PSN Code of Connection outlines the conditions that the Council needs to meet to ensure continued access to PSN.					
	New support services partnership contracts perform effectively and efficiently to allow the Council to achieve its commissioning outcomes	101. Achievement of key performance indicators within the VINCI Mouchel contract (Property Services) An overall score of over 75% is required for the contractor to benefit from financial incentives gained by performing lower than their target costs.	75%	Actual 93.6% Target 75%	75%	Higher percentage is better	
	Meet external information assurance compliance requirements	102. Department of Health Information Governance Toolkit 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).	Compliant	Compliant	Compliant	n/a	
	New support services partnership contracts perform effectively and efficiently to allow the Council to achieve its commissioning outcomes	100. 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 for November 2016: 26 met contract Target Service Levels; 5 met contract Minimum Service Levels; 9 were below contract Minimum Service Level; 3 had an excusing cause/mitigation factor associated with it.	Meet targets within the contract Please note the range of measures wef 1 Dec 2016 have been amended following change control	n/a	n/a

Appendix B Changes from Council Business Plan 2016/2017¹ to 2017/2018

Measures removed

Commissioning Strategy	Measure	Ref No	Reason	Executive Director
Readiness for Adult Life	Young People Not in Education, Employment or Training (NEET)	41	The Council removed the vast majority of funding to support these measures as it did not consider it priority activity. In addition to this the Government no longer requires local authorities to monitor 18 year olds NEET and participation in learning.	Debbie Barnes
Readiness for Adult Life	Pupils aged 16 – 18 participating in learning	43		Debbie Barnes
Learn and Achieve	Education, Health and Care Plans for children with Special Educational Needs and Disabilities (SEND) completed within 20 weeks	66	During transition to the new SEND arrangements, it was important for the Council to monitor performance to ensure transition to new arrangements were being completed in a timely way. As we move into the final phase of transition and performance is in the upper quartile, it is now more appropriate to monitor this measure at service level.	Debbie Barnes
Protecting the public	Victim satisfaction with Lincolnshire Youth Offending Service	17	This measure was originally included to reflect our statutory duty to engage victims and give some transparency to their experience of the criminal justice system. This is now more appropriate to monitor at service level.	Debbie Barnes

¹ As approved by Council in February 2016

Measures added

Commissioning Strategy	Measure	Ref No	Reason	Executive Director/Director
Learn and Achieve	Percentage of pupils achieving the threshold in English and mathematics at Key Stage 4	104	This is the first year this new national measure is being introduced and will allow reporting of performance against the national threshold.	Debbie Barnes
Wellbeing	Number of Health and Social Care staff trained in Making Every Contact County (MECC)	103	To reflect the work Public Health are undertaking on prevention planning as part of the Sustainability and Transformation Plan required by Government. Although this is an existing measure it is a new measure for the Council Business Plan.	Tony McGinty
Community resilience and assets	People supported who have accessed volunteer opportunities	105	To reflect the 2017/2018 budget statement, where Councillors requested that the grant funding to the voluntary sector should support volunteering.	Richard Wills

Changes to measures

Commissioning Strategy	Measure changed from	Ref	Measure changed to	Reason	Director
Readiness for School	Achievement gap between the lowest 20% of pupils and their peers at Foundation stage	48	Achievement gap between disadvantaged pupils and their peers at Foundation Stage	Achievement gap between the free school meals eligible pupils and their peers at Foundation Stage is the most appropriate measure as it picks up all disadvantaged pupils rather than poorly performing pupils in general.	Debbie Barnes
Adult frailty, long term conditions and physical disability	Adults who receive a direct payment	63	Adults who receive a direct payment (Adult Frailty and Long Term Conditions)	Learning Disability and Mental Health cases have been removed from this measure as they are not covered by the strategy area.	Glen Garrod
Wellbeing	People referred for alcohol treatment completing treatment in a planned way	31	Percentage of alcohol users that left drug treatment successfully who do not re-present to treatment within 6 months	Recent changes to the national Public Health Outcome Framework (PHOF) now includes, for the first time, an indicator relating to "Percentage of alcohol users that left drug treatment successfully who do not re-present to treatment within 6 months". In line with other council business plan indicators (such as	Tony McGinty

NHS Health Checks and Chlamydia rates) this recommended change would align to the wording and definition of the PHOF indicator.

Changes to wording of outcomes

Commissioning Strategy	Outcome changed from	Outcome changed to	Director
Adult frailty, long term conditions and physical disability	People are supported to remain independent and at home.	Enhance the quality of life for people with care and support needs.	Glen Garrod
	The quality of life for the most vulnerable people is improved.	Delay and reduce the need for care and support.	
	People have a positive experience of care and support.	Ensure that people have a positive experience of care and support.	

Changes to description of Commissioning Strategy

Commissioning Strategy	Description changed from	Description changed to	Executive Director
Adult frailty, long term conditions and physical disability	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	The purpose of this Commissioning strategy is to outline the local authority's intentions in Adult Care Commissioning for Adult Frailty and Long Term Conditions across Lincolnshire. The key commissioning intentions focus on supporting people to live in their own homes for as long as they wish by developing high quality, personalised	Glen Garrod

and support, with greater choice and control over their lives.

services that are flexible, responsive and give people choice and control over how their care and support is provided.

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

Report to:	Overview and Scrutiny Management Committee
Date:	26 January 2017
Subject:	South Lincolnshire Food Enterprise Zone and Peppermint Junction Improvements, Holbeach

Summary:

This report invites the Overview and Scrutiny Management Committee to consider a report on the South Lincolnshire Food Enterprise Zone and Peppermint Junction Improvements, Holbeach which is being presented to the Executive on 7 February 2017. The views of the Scrutiny Committee will be reported to the Executive as part of its consideration of this item.

Actions Required:

The Overview and Scrutiny Management Committee is invited to

- 1) consider the attached report and to determine whether the Committee supports the recommendation(s) to the Executive as set out in the report.
- 2) agree any additional comments to be passed to the Executive in relation to this item.

1. Background

The Executive is due to consider a report on the South Lincolnshire Food Enterprise Zone and Peppermint Junction Improvements, Holbeach at its meeting on 7 February 2017. The full report to the Executive is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the attached report, the Committee is requested to consider whether it supports the recommendation(s) in the report and whether it wishes to make any additional comments to the Executive. Comments from this Committee will be reported to the Executive.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report on South Lincolnshire Food Enterprise Zone and Peppermint Junction Improvements, Holbeach to be presented to the Executive at its meeting on 7 February 2017

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 Simon Wright, who can be contacted on 07827 820467 or simon.wright@lincolnshire.gov.uk.

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

The main body of the Report is open. Appendix E is not for publication by reason of paragraph 3 of Schedule 12A to the Local Government Act 1972. The Exempt Appendix contains information relating to the business of both the Council (land valuations which will be relevant to negotiations over future disposals of the FEZ site) and third parties (negotiating positions within confidential negotiations over land acquisitions and disposals). It is important that third parties can negotiate in good faith with the Council in conditions of confidentiality and the public interest in maintaining those conditions while negotiations are ongoing is considered to outweigh the public interest in disclosure.

Report to:	Executive
Date:	07 February 2017
Subject:	South Lincolnshire Food Enterprise Zone and Peppermint Junction Improvements, Holbeach
Decision Reference:	I012769
Key decision?	Yes

Summary:

This report seeks the approval of the Executive to a range of interlocked activities at Peppermint Junction on the north western edge of Holbeach which would see the creation of a Food Enterprise Zone (FEZ), the provision of enabling highways improvement works and the delivery of circa 900 new dwellings.

A number of activity strands are needed to facilitate this programme of work. These activities have either been completed or are at an advanced stage.

In particular, the following activities are being progressed:

- Enabling highway works required on the A17 and A151 to unlock the development of the FEZ and housing growth.
- Approval will be required to award the contract for these works once tenders have been received.
- The acquisition of private sector owned land needed to bring forward the FEZ.
- The sale of LCC owned land at Peppermint Junction to the University of Lincoln for new campus facilities within the FEZ. This land is currently held by the Council's Farm Estate.

- The transfer of various property interests (leasehold and freehold) at the existing University of Lincoln Holbeach Campus in order to "unlock" funding for the University's new facilities.
- Once serviced and other enabling works completed by LCC, declare as surplus and dispose of public sector owned land at the FEZ for suitable employment uses.
- Work in partnership with South Holland District Council, and if appropriate agree commercial terms to work in partnership, to deliver the FEZ. This may include holding property interests jointly.

Approval is sought in principle to carry out all of the above activities. Delegations are sought to enable the detail to be determined and approved by the appropriate Executive Director in consultation with the appropriate Executive Councillor, in this case, the Executive Councillor for Culture and Emergency Services.

Recommendation(s):

That the Executive:-

(1) approve the carrying out of highway improvement works on the A17 and A151 at Holbeach as described in the Report and the appropriation of County Farms Estate land to use for the highway improvement works;

(2) delegate to the Executive Director for Environment and Economy, in consultation with the Executive Councillor for Highways, Transport and IT and the Executive Councillor for Culture and Emergency Services, authority to determine the final form and approve the entering into of the contract for the highway works;

(3) approve the development of a Food Enterprise Zone (FEZ) on land to the west of the A151 at Spalding as more fully described in the Report to include:-

- a) The use of Council land for such purposes including to the extent required the appropriation of County Farms Estate land to use for the FEZ;
- b) The acquisition of privately owned land for such purposes;
- c) The carrying out of servicing and other enabling works on the FEZ site and disposal of serviced sites

(4) approve the sale of approximately [three acres] of Council owned land on the site of the FEZ to the University of Lincoln for new campus facilities and the acquisition/disposal by the Council of various leasehold and freehold property interests of the University of Lincoln at the existing University of Lincoln Holbeach Campus.

(5) approve continued discussions with South Holland District Council over commercial terms for working in partnership to deliver the FEZ including shared property ownership.

(6) delegate to the Executive Director for Finance and Public Protection, in consultation with the Executive Councillor for Highways Transport and IT and the Executive Councillor for Culture and Emergency Services, the authority to determine the terms of any land appropriations, disposals and acquisitions relating to paragraphs 1, 3, 4 and 5 or otherwise relating to the highway works or the FEZ and to approve the entering into of any legal documentation necessary to give effect to such appropriations, acquisitions and disposals;

(7) delegate to the Executive Director for Environment and Economy, in consultation with the Executive Councillor for Culture and Emergency Services, authority to make decisions on how to bring forward the development of the FEZ including decisions as to the programming of land acquisitions and works and partnership working with South Holland District Council.

Alternatives Considered:

- | | |
|----|--|
| 1. | Do nothing - Without public sector intervention it is highly unlikely that the FEZ will come forward in a reasonable timeframe and the University of Lincoln will be unable to deliver its growth plans in Holbeach. The FEZ and residential development to the east of the A151 can only be fully unlocked following completion of the Peppermint Junction Highway scheme. Should the programme of works associated with the South Lincolnshire FEZ and Peppermint Junction Highway Scheme not proceed, there will be continued safety issues at this strategic junction of the A17 and A151. Congestion in Holbeach town centre will continue to hinder the regeneration of the town centre. |
|----|--|

Reasons for Recommendation:

The completion of the activities detailed in this report will facilitate the timely delivery of a programme of works at Peppermint Junction Holbeach including road improvements, FEZ and housing development. These works will lead to the following benefits:

- Road safety improvements at the A17/A151.
- Reduced congestion in Holbeach Town Centre.
- Release of land needed for the creation of the FEZ and employment growth associated with the provision of approximately 59,000 sq m of new employment space.
- Release of land for the construction of circa 900 new homes.
- Expansion of the University of Lincoln in Holbeach.
- Uplift in value of LCC owned land.

1. Background

The Peppermint Junction/South Lincolnshire Food Enterprise Zone (FEZ), hereafter referred to as Peppermint Park, Holbeach (a Food Enterprise Village), comprises a number of interdependent and linked projects including highway

improvements at the A17/A151 junction, creation of a FEZ on land to the west of the A151 and the delivery of a large scale housing development to the east of the A151.

Highway Works

The highway works required to unlock growth opportunities in Holbeach include the creation of a new, three arm, roundabout at the existing junction of the A17/A151. A new, four arm, roundabout to the south of the A17 is also required in order to provide access to residential land to the east of the A151 and open up development land to the west of the A151 earmarked for the FEZ.

This highway works will also provide a number of additional benefits including road safety improvements, improved traffic flow on the A17 and reduced traffic flow through Holbeach town centre. The works are indicated on the Plan at Appendix C.

Indicative milestones for the delivery of the road scheme are as follows:

- March 2016 – Planning consent secured
- December 2016 – Detailed Design completed
- January 2017 to March 2017 – Tender Period
- April 2017 to May 2017 – Mobilisation
- May 2017 – Start on Site
- May 2018 – Completion of works

External funding towards the costs of the improvements has been secured. The funding is made up of a combination of Greater Lincolnshire Local Economic Partnership (GLLEP) Growth Deal funding, s106 contributions and a balance of funding to be provided by LCC. The breakdown of identified funding is as follows:

Forward Funding – LCC Capital	£5.42m
GLLEP Growth Deal (Rnd II)	(£2.4m)
s106	(£1.0m)
Net Capital Contribution by LCC	£2.02 m¹

¹includes provision for optimism bias

The Growth Deal funding (£2.4m) is being provided for the road scheme on the proviso that it will unlock economic growth on land either side of the A151.

The estimated forecast of expenditure and funding for the road scheme, including optimism bias, is as follows:

Element	2016/17	2017/18	2018/19	2019/20	2020/2021	Net Capital Cost to LCC
Design Fee	£0.27M					
Land Costs	£0.05M					
Construction	£0.15M	£3.73M				
Supervision		£0.14M				
Growth Deal Round 2	(£2.4M)					
S 106 Manor Farm					(£1.0M)	
Optimism Bias Activity	£0.1M	£0.98M				
Total	(£1.83)	£4.85M	£0.0M	£0.0M	(£1.0M)	£2.02M

As referred to above, planning consent has been granted for the road improvements comprising the construction of a new, three arm, roundabout at the existing junction of the A151 together with the construction of a new four arm roundabout on the A151.

The tender documentation for the Holbeach Peppermint Junction Highways scheme has been released and tenders are due back on 15th February 2017. The documents also include separate requests for prices for the adjacent Boston Road Roundabout Capacity Improvements which will be separately funded but are intended to be delivered through the same contract in order to take advantage of economies of scale. Construction of the road is due to commence in May 2017.

Members are referred to the section on land transactions below in relation to necessary appropriation and acquisition of land to enable the highway works.

Food Enterprise Zone

Food Enterprise Zones (FEZ's) have been created by DEFRA in order to accelerate growth in the agri-food sector. They comprise an identified piece of land and benefit from simplified planning procedures by using Local Development Order (LDO) powers.

Across Greater Lincolnshire, there are plans to bring forward three FEZ sites. Europarc 4, on the south bank of the Humber, will focus on supporting growth of the existing seafood and value-added food processing sector already established on the Humber. In Central Lincolnshire, a FEZ planned at Hemswell Cliff will support the arable food sector. The South Lincolnshire FEZ will support existing agri-food businesses as well as those looking to invest and relocate to South Lincolnshire with particular emphasis on the food technology sector.

Following provisional designation of this site as a FEZ, a DEFRA grant of £50,000 was made available to South Holland District Council (SHDC) towards the cost of a developing a LDO for the Holbeach FEZ. It is expected that the LDO will be confirmed in early 2017.

The FEZ will build on the close proximity to the National Centre for Food Manufacturing (NCFM) and will focus on the high value food chain as well as research, innovation and technology for a variety of food industries. The NCFM already provides a centre of excellence for education, training, research and development accessed both regionally and nationally. It is already supported by a number of major companies.

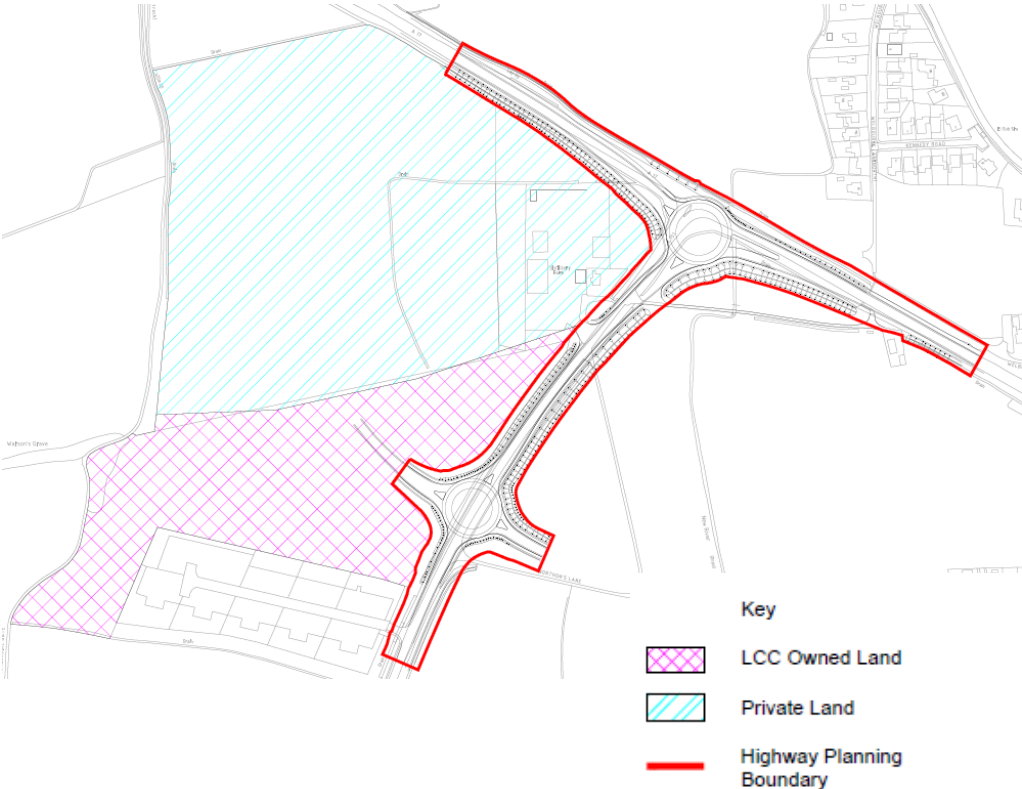
The FEZ site (shown on the Plan at Appendix D) extends to circa 15 hectares (37 acres) and the ownership is currently split between a private landowner and LCC. It is expected that once fully built out, the FEZ will provide approximately 59,400 sq m of employment space as well as new, purpose built, facilities for the University of Lincoln. The FEZ is likely to provide a number of employment "zones" with different uses including Research and Development, Engineering, Packaging and Storage etc. An indicative layout is shown on the Plan at Appendix B.

Once fully built out, the FEZ is expected to support circa 2,034 jobs.

The FEZ site is divided into two ownerships as follows:

- Approx. 4.7 hectares (11 acres) LCC freehold ownership subject to agricultural tenancies (cross hatched red)
- Approx. 10 hectares (25 acres) in single, private, ownership subject to a number of tenancies or occupational licences (hatched green)

A plan of the road design and the FEZ is below.



In the first instance, officers have been developing proposals for the creation of the FEZ on 14.7 hectares of land. This would require the Council to purchase the freehold interest of the 10 hectare site, provide site access roads and services etc and then dispose of development parcels with the benefit of planning and services.

Discussions are ongoing with the current landowner of the subject land supported by expert valuation advice.

At present, subject to carrying out appropriate due diligence, the land value coupled with the cost of servicing and providing access roads across the site may mean the cost of bringing forward the whole FEZ (15 hectare) simultaneously may become prohibitive and further viability work is required in order to determine this.

Two alternatives are being considered.

SHDC have indicated that they may be willing to co-invest alongside LCC in order to bring forward the delivery of the FEZ. Further work is required between the two authorities to examine how an appropriate legal structure could be created to formalise such an agreement and what the impact on site viability might be with further investment from SHDC. Officers would like to continue to explore this option with the support of members.

In parallel with continuing to explore the delivery model described above, officers have also begun to consider the likelihood that a phased approach to delivery of the FEZ might be more realistic in the short term whilst negotiations continue with the landowner.

Under this option, officers are considering the viability of bringing forward development on the 4.7 hectares of land already owned by LCC as the first phase of the FEZ. The remainder of the FEZ, on land currently in private ownership, could then be developed at a later stage. There are a number of advantages of this approach including:

- A "pro rata" reduction in site servicing costs and the provision of service roads etc
- No land acquisition costs including legal fees and Stamp Duty Land Tax, although some legal fees and other costs will be incurred when dealing with the existing agricultural tenancies.
- Scheme can be designed to complement the University's plans and create a gateway into the FEZ
- LCC can control and expedite delivery as landowner (once agricultural tenancies have been surrendered)
- Early delivery will promote LCC's commitment and demonstrate a strong track record in delivery
- Capital receipts could be used to fund future land acquisitions and site servicing costs etc

Further work is currently underway to consider the financial viability of a phased approach to delivery and members are asked to support the continued exploration

of this approach, including further more detailed examination of site servicing costs and how the site might be parcelled for development.

Land Transactions

County Farms

In order for all elements of the programme to proceed, circa seven hectares (18.1 acres) of County Farm land needs to be transferred for use of the South Lincolnshire FEZ and Peppermint Junction Road improvement scheme.

This land is currently tenanted and used for agricultural purposes. Rent for all holdings associated with this development site is £16,040 per annum.

It is proposed that 2.6 hectares (6.5 acres) of land will be required for the road improvements. A further three acres will be sold to the University and the balance of the land to the west of the A151 will be used to support employment land development as part of the FEZ.

It should be noted that LCC County Farm land to the east of the A151 will be developable for housing purposes to deliver a capital receipt. This matter is being progressed in parallel by Property Services.

Further detail of the valuation and other financial implications of the use of County Farms land are set out in the Exempt Appendix E.

Sale to the University

In principle heads of terms have been agreed with the University of Lincoln (UoL) to dispose of approximately three acres of LCC owned (farm estate) land for the construction of new, purpose built facilities which will act as a catalyst for future investment and development. Detailed information regarding the "subject to contract" negotiations with the University of Lincoln is included in Exempt Appendix E.

The UoL have secured outline planning consent for the construction of their new facilities at Peppermint Junction.

Other highway acquisitions

The road scheme is to be constructed on land mainly owned by LCC. Two small parcels of third party land are required and in each case, heads of terms have been agreed with the owner and solicitors instructed.

The Executive may wish to note the following

- GLLEP grant funding has been used to meet the cost of examining the feasibility and viability of the FEZ.

- LCC has secured outline planning consent for the delivery of circa 650 new dwellings on land in its ownership to the east of the A151 and is currently developing a disposal strategy to bring this land forward.
- LCC is taking a lead role in the land assembly negotiations with relevant stakeholders for the FEZ. These negotiations are at an advanced stage and remain "subject to contract".
- LCC and SHDC are working closely in order to complete various tasks and investigations necessary for the creation of a Local Development Order which is due to be adopted by SHDC in early 2017.
- A national house builder has an option over a separate parcel of land also to the east of the A151 and it is understood that they are also preparing a planning application for residential development. The combined scale of residential development on land to the east of the A151 is likely to comprise circa 900 dwellings.

Summary of Recommendations and Next Steps

In order to progress with the substantive delivery of Peppermint Park, Holbeach, the Executive is asked to approve a number of enabling activities including:

- Approval is sought to award the contract for the Peppermint Junction highway works once tenders have been received. The completion of these improvements will be funded by a combination of Growth Deal funding, s106 contributions and LCC capital funding.
- The acquisition of private sector owned land needed to bring forward the FEZ.
- The sale of LCC owned land at Peppermint Junction to the University of Lincoln for new campus facilities within the FEZ.
- The transfer of various property interests (leasehold and freehold) at the existing University of Lincoln Holbeach Campus in order to "unlock" funding for the new facilities.
- Once serviced and other enabling works have been completed by LCC, to market and dispose of land at the FEZ to end user businesses.
- Work in partnership with South Holland District Council and if appropriate agree commercial terms to work in partnership to deliver the FEZ. This may include holding property interests jointly.

The Executive are asked to approve appropriate delegated authority to the appropriate Executive Directors in consultation with the Executive Councillor for Culture and Emergency Services to determine the necessary detail.

2. Legal Issues:

Land Disposal

Under section 123 of the Local Government Act 1972, the Council is required to obtain the best consideration reasonably obtainable on a disposal of land. All disposals in relation to the FEZ scheme are supported by expert valuation advice to ensure that this requirement is complied with.

State Aid

Expert external legal advice has been sought on whether any aspect of these proposals breach State Aid rules. The advice indicates that the proposal can be pursued without state aid.

In particular the highway works qualify as general infrastructure which will be open to all on a free and non-discriminatory basis. This is generally viewed as not operating so as to provide a selective benefit to any particular commercial entities (including entities with land holdings in the area that may as a result be opened up for development).

The transfer of land to the University of Lincoln will not give rise to State Aid issues if it sold at an independently verified open market value.

The wider development of the FEZ can be brought within the provisions of an approved scheme which allows the public sector to undertake works to revitalise land it owns by funding specified costs as long as any subsequent sale is at open market value.

It is therefore considered that the proposal can be implemented without breach of State Aid rules. These requirements will be kept under review to ensure that the proposal as developed stays within these rules.

Equality Act 2010

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

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

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

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

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

* Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it

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

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

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

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

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

As a highway and land development scheme the implications for people with a protected characteristic are considered to be minimal. Design of highway works will comply with national standards. End occupiers will be responsible for design of building on the FEZ site but will be bound by obligations to make those building accessible.

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

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

The scheme contributes to the JHWS by creating employment opportunities as well as reducing traffic congestion in Holbeach.

Crime and Disorder

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

There are not considered to be any direct implications for crime and disorder.

3. Conclusion

The South Lincolnshire FEZ will provide an opportunity to create new, purpose built employment space using a simplified planning process for the benefit of the agri-sector across south Lincolnshire.

The County Council is taking a lead role to bring forward the FEZ as a priority and is working closely with all stakeholders, including SHDC, in order to complete the various activity strands identified above which are crucial to unlock the FEZ site.

Delivery of the FEZ will be facilitated by the completion of a programme of inter-related projects, including highway improvements, and LCC is taking a lead role to engage with relevant stakeholders to oversee these projects and to ensure that all risks and interdependencies are identified and effectively managed.

The completion of the South Lincolnshire FEZ (the development of both LCC and private owned land) will lead to the creation of approximately 59,400sq m of new business space which will in turn accommodate over 2,000 jobs.

Negotiations are ongoing with private sector and public sector partners to ensure timely completion of the FEZ and officers are considering the most appropriate delivery model as described in greater detail within this report.

The Executive is asked to confirm its support for this project and endorse the recommendations summarised in this report.

4. Legal Comments:

The Council has the legal power to pursue the proposals set out in the Report. The State Aid and land disposal implications are addressed in the Report together with the matters the Executive must take into account in reaching a decision. The proposal is consistent with the Policy Framework and within the remit of the Executive if it is within the budget.

5. Resource Comments:

The Council has earmarked funds from within the 'New Developments Capital Contingency Fund' to enable the contract to be awarded for the Peppermint Junction road improvements, to be undertaken as set out in the report. If further budget is required for the land requirements for this scheme, this will need to be bid for against the capital contingency with a suitable business case.

6. Consultation

a) Has Local Member Been Consulted?

Yes

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Overview and Scrutiny Management Committee will consider this report at its meeting scheduled to be held on Thursday 26 January 2017. Comments from that meeting will be provided to the Executive.

Various elements of this programme have been considered at the Economic Scrutiny Committee on 24 May 2016 and 18 October 2016. The proposals received strong support from members at these meetings.

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

A number of risks and issues associated with the programme of work are currently being monitored by officers.

7. Appendices

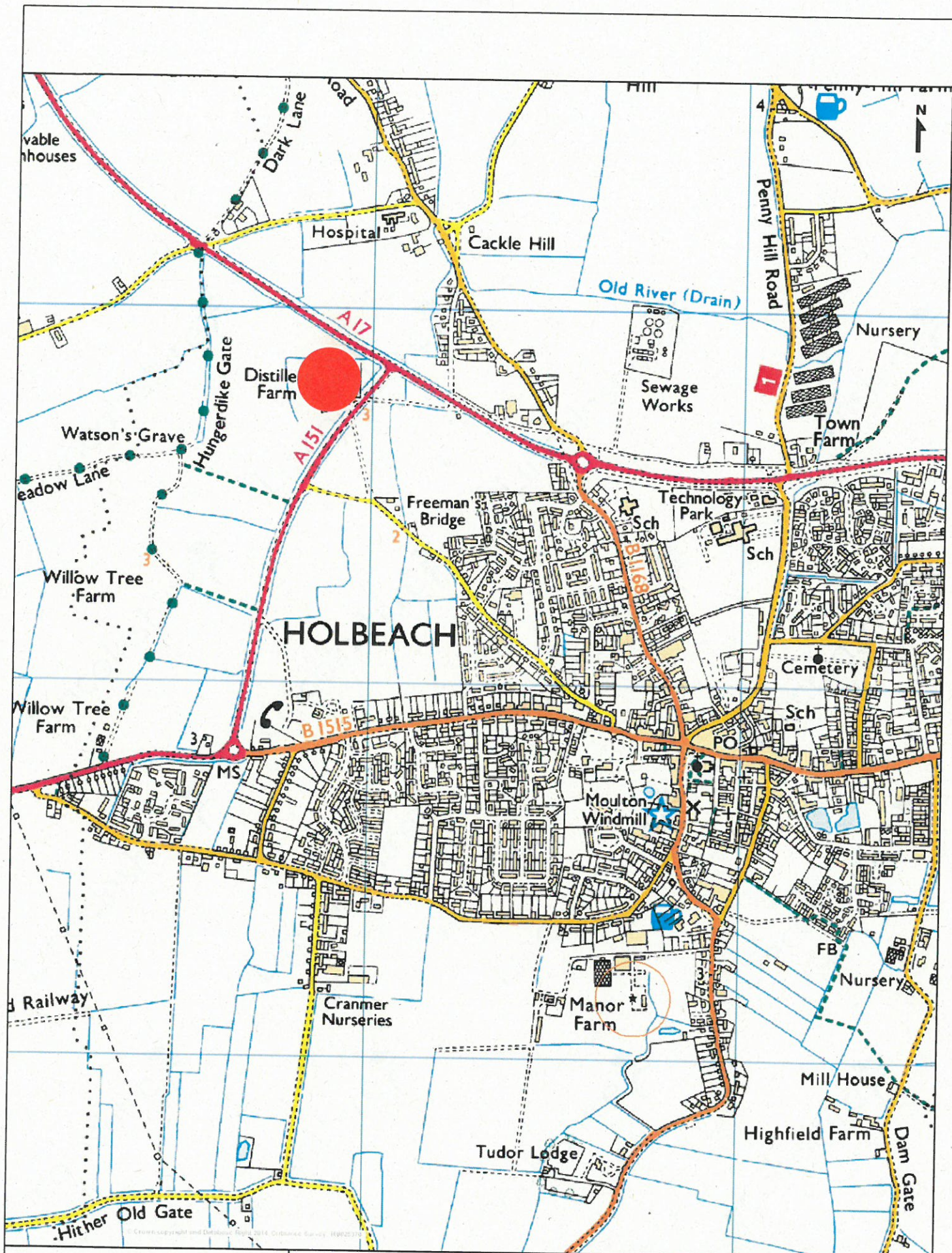
These are listed below and attached at the back of the report	
Appendix A	Location Plan
Appendix B	Indicative masterplan of proposed of South Lincolnshire Food Enterprise Zone
Appendix C	Holbeach Peppermint Junction Highways improvement plan
Appendix D	Indicative Masterplan of showing proposed residential development
Appendix E	EXEMPT - Further Consideration of FEZ Delivery Options

8. Background Papers

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

This report was written by Simon Wright, who can be contacted on 07827 820467 or simon.wright@lincolnshire.gov.uk

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Lincolnshire
COUNTY COUNCIL

Scale 1/8964

DIRECTORATE FOR DEVELOPMENT
Director: Richard Wills
City Hall, Orchard Street, Lincoln LN 1DN

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THIS DRAWING IS FOR THE
PURPOSE OF OBTAINING
PLANNING PERMISSION ONLY

CDM NOTE:

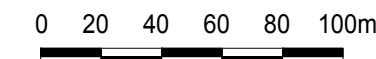
The design has been undertaken as far as possible to avoid risks to health and safety or to reduce and control the effects of any unavoidable risks.

All relevant information identifying the unavoidable risks has been passed to the planning supervisor for inclusion in the Health & Safety plan.

The Health & Safety plan will be issued by the planning supervisor with these drawings.

 Depicts extent of Distillery Farm

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Rev.	By	Notes	Date
A	JB	Distillery Farm area added	04-12-15

rdc
Robert Doughty Consultancy

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Sleaford, Lincolnshire NG34 0RA
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Fax: 01529 421358
Email: admin@rdc-landplan.co.uk
Web: www.rdc-landplan.co.uk

Client:
SHDC & LCC

Project:
Food Enterprise Zone (FEZ) Holbeach

Drawing title:
Masterplan

Drawing No. 1202-1-MP01	Rev. A	Drawn WW
Scale 1:2500@A3	Date 03/12/15	Checked LMS/MB

All measurements should be checked against on site conditions and any discrepancies should be brought to the attention of the Robert Doughty Consultancy.



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Indicative Masterplan



Open Space

New developments require open space to fulfil a number of roles, including:

- Visual amenity
- Habitat for wildlife
- Formal and informal recreation and play
- Footpaths and cycling
- Drainage
- Noise attenuation

The key strategic approach has been driven by the need to provide noise buffers to the A151 and the A17, which could also include screening planting to the development and incorporate footpaths and cycle links. Public paths are also promoted along the banks of the water courses through the site, watercourses which also play a vital role as wildlife habitat and in draining the new development. Along these spines are located a number of play areas to act as focus for activity.



Access

The development will in large part served from a new road between Spalding Road and the A151. Only the first phase of development, to the North East of the site, will be served from the roads in the adjacent development. An access point for emergency vehicles will be provided from the wider site into the first phase of development, otherwise access between the two areas will be restrict to walking and cycling.

Northons Lane will be closed off to vehicles as part of the development. Existing properties will be accessible along Northons Lane but no new through traffic will go down that route, although Northons Lane will remain as a pedestrian and cycling route. Welbourn Lane West, which accesses Distillery Farm, will also be closed as part of the development, but not before alternative access is provided. Pedestrian links will be provided into the existing development, to make the new development feel like an effective part of Holbeach. Pedestrian and Cycleway links will be provided to and around the new development, linking Holbeach, the new development and the Food Enterprise Zone.

Access to existing properties along Northons Lane to remain, with no new traffic using this route



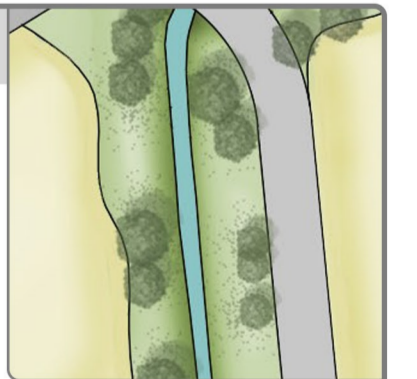
Footpath link from existing development into new site



Drainage

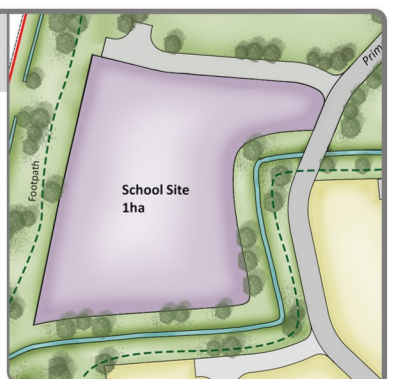
Although shown in the Environment Agency indicative flood plain the site is not considered to be at significant risk of flooding from external sources. Only in the longer term is there an extreme risk of flooding. In order to mitigate the impact of this longer term risk some parts of the site will be subject to land raising, to take the new properties out of flood risk.

The key concern for this development is the potential offsite risk. As such the drainage system of the new development will be designed to ensure that rain water will be held on site, in soakaways, underground or surface reservoirs or oversized pipes. This will ensure that water discharging into the watercourses on site will not increase beyond those levels experienced at the current time.



School Site

The school location is chosen to be accessible to the new development, whilst also seeking to protect some of the archaeological remains. The proposed site has been subject to positive discussions with the County Council. The new school is expected to serve the new development and not the wider town.



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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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

Report to:	Overview and Scrutiny Management Committee
Date:	26 January 2017
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 2017. The Committee is invited to consider and comment on the content of the work programmes.

Actions Required:

1. To approve 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 2017 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) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Overview and Scrutiny Management 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**

26 January 2017		
Item	Contributor	Purpose
Call-in (if required)		Call-in
Councillor Call for Action (if required)		CCfA
Revenue and Capital Budget Monitoring Report 2016/17	David Forbes, County Finance Officer	Pre-Decision Scrutiny (Executive Decision on 7 February 2017)
Council Budget 2017/18	David Forbes, County Finance Officer	Budget Scrutiny (Council Decision on 24 February 2017)
Council Business Plan 2017/18	Jasmine Sodhi Performance and Equalities Manager	Pre-Decision Scrutiny (Executive Decision on 7 February 2017)
South Lincolnshire Food Enterprise Zone and Peppermint Junction Improvements, Holbeach (Open with Exempt Appendix)	Simon Wright Principal Officer - Regeneration	Pre-Decision Scrutiny (Executive Decision on 7 February 2017)
Overview and Scrutiny Work Programme	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Status Report

23 February 2017		
Item	Contributor	Purpose
Call-in (if required)		Call-in
Councillor Call for Action (if required)		CCfA
2016/17 Council Business Plan Quarter 3	Jasmine Sodhi Performance and Equalities Manager	Budget Scrutiny / Performance Scrutiny
Overview and Scrutiny Work Programme	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer	Status Report

30 March 2017		
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

27 April 2017		
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

22 February 2017 – 10.00 am		
Item	Contributor	Purpose
Adult Care – Quarter 3 Performance Information	Emma Scarth, County Manager, Performance, Quality and Development	Performance Scrutiny
Home Care Contracts – One Year On	Alina Hackney, Senior Strategic Commercial & Procurement Manager – People Services Commercial Team <i>(Providers also attending.)</i>	Update Report
Better Care Fund: Narrative Plan - Update on Development	David Laws, Better Care Fund and Financial Special Projects Manager	Budget Scrutiny
Extra Care Developments	Glen Garrod, Executive Director, Adult Care and Community Wellbeing	Update Report
Minutes of the Safeguarding Scrutiny Sub Group Meeting – 11 January 2017	Catherine Wilman, Democratic Services Officer	Update Report

5 April 2017 – 10.00 am		
Item	Contributor	Purpose
National Carers Strategy	Glen Garrod, Executive Director, Adult Care and Community Wellbeing	Status Report
Adult Care IT Developments	To be confirmed	Update Report

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

<i>10 March 2017</i>		
Item	Contributor	Purpose
Sector Led Model for School Improvement – Update Report	Gavin Booth Children's Services Manager – Education Strategy	Policy Review
Lincolnshire Schools judged to require Special Measures	Gavin Booth Children's Services Manager – Education Strategy	Performance Scrutiny
Lincolnshire Local Authority School Performance 2015-16	Martin Smith Children's Service Manager - School Standards	Performance Scrutiny
Theme Performance: Quarter 3	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
Partners in Practice Update	Debbie Barnes Executive Director of Children's Services	Policy Review

<i>28 April 2017</i>		
Item	Contributor	Purpose

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

09 March 2017		
Fire & Rescue Training Facility, Waddington		
Item	Contributor	Purpose
Future Sustainability of the Lincolnshire Archive	Nicole Hilton, Community Assets and Resilience Commissioning Manager	Workshop
Quarter 3 Performance - 1 October to 31 December 2016	Daryl Pearce, County Officer Public Protection; Nicole Hilton, Community Assets and Resilience Commissioning Manager; Robin Bellamy, Assistant Director Public Health Commissioning, Nick Borrill, Acting Chief Fire Officer	Performance Scrutiny

19 April 2017		
Item	Contributor	Purpose

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

21 February 2017 – Think Tank, Lincoln		
Item	Contributor	Purpose
Progress on international trade relationship with Hunan, China	Angela Driver Senior Commissioning Officer (Enterprise)	Policy Development
Theme Performance: Quarter 3	Justin Brown Enterprise Commissioner	Performance Scrutiny
Midlands Engine / Northern Powerhouse	Justin Brown Enterprise Commissioner	Status Report
Medical Sector Training in Lincolnshire (EXEMPT)	Professor Sara Owen University of Lincoln	Status Report
Visit to Lincoln Science and Innovation Park		

28 March 2017		
Item	Contributor	Purpose

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
FLOOD AND DRAINAGE MANAGEMENT SCRUTINY COMMITTEE

Chairman: Councillor Lewis Strange
 Vice Chairman: Councillor Mrs Victoria Ayling

03 March 2017 (AM) Flood And Drainage Management Scrutiny Committee		
Item	Contributor	Purpose
Investigations held under Section 19 of the Flood and Water Management Act 2010	Mark Welsh, Flood Risk and Development Manager	Update Report
Environment Agency Update	Deborah Campbell, Flood and Coastal Risk Manager (Environment Agency)	Update Report
03 March 2017 (PM) Environmental Scrutiny Committee		
Item	Contributor	Purpose
Performance Report, Quarter 3 (1 October to 31 December 2016)	Sean Kent, Group Manager Environmental Services	Performance Scrutiny
Community Resilience & Emergency Preparedness in Lincolnshire	Ian Reed, Emergency Planning & Business Continuity Manager	Update Report
Water Recycling Centres Update	Brian Kane, Regional Treatment Manager (Anglian Water)	Update Report

07 April 2017 Environmental Scrutiny Committee		
Item	Contributor	Purpose

For more information about the work of the Environmental Scrutiny Committee & Flood and Drainage Management Scrutiny Committee 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

15 February 2017		
Item	Contributor	Purpose
East Midlands Ambulance Service	Blanche Lentz, Lincolnshire Divisional Manager, East Midlands Ambulance Service NHS Trust	Update Report
LIVES [Lincolnshire Integrated Volunteer Emergency Services]	Nikki Silver, Chief Executive Officer, Lincolnshire Integrated Volunteer Emergency Services (LIVES)	Update Report
United Lincolnshire Hospitals NHS Trust - Pharmacy Services	Colin Costello, Director of Pharmacy and Medicines Optimisation, United Lincolnshire NHS Trust	Update Report
Butterfly Hospice	Sarah McKown, Head of Clinical Service, Lincolnshire Community Health Services NHS Trust Clare Credland, Integrated Clinical Services Lead, Lincolnshire Community Health Services NHS Trust Linda Sanderson, Butterfly Hospice Trust Manager Steve Doughty, Facilities Manager, Butterfly Hospice	Update report
Transforming Care: Community Learning Disabilities Support: Long Leys Court	To be confirmed	Consultation
United Lincolnshire Hospitals NHS Trust – Care Quality Commission Inspection Report	To be confirmed	Update Report
Quality Accounts – Arrangements for 2017	Simon Evans, Health Scrutiny Officer	Performance Scrutiny

15 March 2017		
Item	Contributor	Purpose
St Barnabas Hospice	Chris Wheway, Chief Executive, St Barnabas Hospice	Update Report
Joint Strategic Needs Assessment	Alison Christie, Programme Manager (Health and Wellbeing) Public Health Division, Adult Care and Community Wellbeing, Lincolnshire County Council David Stacey, Programme Manager (Strategy and Performance), Public Health Division Adult Care and Community Wellbeing, Lincolnshire County Council	Update Report
Congenital Heart Disease Services	Will Huxter, Regional Director of Specialised Commissioning (London) and Senior Responsible Officer, Congenital Heart Disease Programme	Consultation
South West Lincolnshire CCG Update	To be confirmed	Update Report
Lincolnshire East Clinical Commissioning Group - Update	To be confirmed	Update Report
Obesity in Children and Adults	To be confirmed	Update Report
NHS Improvement – Improving NHS in Lincolnshire	To be confirmed	Status Report

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

27 February 2017		
Item	Contributor	Purpose
Performance Report, Quarter 3 – (1 October to 31 December 2016)	Paul Rusted, Infrastructure Commissioner	Performance Scrutiny
Street Lighting Transformation Project Update	Richard Hardesty, Senior Project Leader	Update Report
Asset Management Strategy Update	Mike Coates / Richard Fenwick, Engineer – Highways Maintenance	Pre-Decision Scrutiny Executive Councillor: 06 March 2017
Update to the Highway Asset Management Plan	Richard Fenwick, Engineer – Highways Maintenance	Pre-Decision Scrutiny Executive Councillor: 06 March 2017
Decision to award contract for Grantham Southern Relief Road Grade Separated Junction on A1	Dave Walton, Client Highway Services Manager	Pre-Decision Scrutiny Executive Councillor: 01 March 2017
Future Service Delivery Progress Report	Paul Rusted, Infrastructure Commissioner	Update Report

10 April 2017		
Item	Contributor	Purpose

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

28 February 2017		
Item	Contributor	Purpose
Performance of the Corporate Support Services Contract	Sophie Reeve, Chief Commercial Officer	Performance Scrutiny
Housing Company Business Case Update	Kevin Kendall, County Property Officer	Status Report
Workforce Plan Update – Hard to Recruit and Retain areas	Fiona Thompson, Service Manager - People	Update Report
Treasury Management Update 2016/17 - Quarter 3 Report to 31 December 2016	Karen Tonge, Treasury Manager	Performance Scrutiny
Treasury Management Strategy Statement and Annual Investment Strategy 2017/18	Karen Tonge, Treasury Manager	Annual Report

18 April 2017		
Item	Contributor	Purpose

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

Task and Finish Group Review Activity

(as at 18 January 2017)

Current Reviews

Committee	Task & Finish Group	Next Meeting(s)	Completion Date

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 18 January 2017)

Committee	Working Group	Meeting Date(s)	Membership
Overview and Scrutiny Management Committee	Brexit	26 January 2017 30 March 2017	Councillors T Bridges, R L Foulkes, A J Jesson, Mrs M J Overton MBE, R B Parker and Mrs A M Newton, and Added Member Mr S Rudman
Overview and Scrutiny Management Committee	Sustainability and Transformation Plan	30 January 2017	Councillors C J T H Brewis, Mrs J Brockway, S R Dodds, C E D Mair, D C Morgan, Mrs M J Overton MBE, S L W Palmer, R A Shore and M A Whittington
Adults Scrutiny Committee and Health Scrutiny Committee for Lincolnshire	Delayed Transfers of Care	2 February 2017	Councillors Mrs CA Talbot, S R Dodds, C E H Marfleet, J Kirk (Lincoln City), R C Kirk, S L W Palmer Mrs J M Renshaw, M A Whittington and Mrs S Wray
Children and Young People Scrutiny Committee	Safeguarding Children Focus Group	10 March 2017	Members of the Children and Young People Scrutiny Committee.
Flood and Drainage Management Scrutiny Committee	River Steeping	30 January 2017	Councillors C L Strange, T Bridges, M Brookes, C Pain, I G Fleetwood (West Lindsey District Council) as well as Eddie Poll, Chair of the Anglia (Northern) Regional Flood and Coastal Committee (RFCC)
Health Scrutiny Committee for Lincolnshire	United Lincolnshire Hospitals NHS Trust – Five Year Strategy	24 January 2017	Councillors Mrs C A Talbot, S L W Palmer, Mrs S Ransome, Mrs J M Renshaw and Mrs S Wray, and Dr Brian Wookey (Healthwatch Lincolnshire)

FORWARD PLAN OF KEY DECISIONS FROM 01 FEBRUARY 2017

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
I012769 New!	South Lincolnshire Food Enterprise Zone and Peppermint Junction Improvements, Holbeach	Open	Executive Between 6 Feb 2017 and 8 Mar 2017	Overview and Scrutiny Management Committee; Economic Scrutiny Committee; Resources Board; and Property	Report	Principal Officer, Regeneration Tel: 01522 550599 Email: simon.wright@lincolnshire.gov.uk	Holbeach; Holbeach Rural
I012581	Council Business Plan 2017/2018	Open	Executive 7 Feb 2017	Overview and Scrutiny Management Committee	Report	Performance and Equalities Manager Tel: 01522 552124 Email: jasmine.sodhi@lincolnshire.gov.uk	
I012283	Council Budget 2017/18	Open	Executive 7 Feb 2017	Overview and scrutiny committees	Report	County Finance Officer Tel: 01522 553642 Email: david.forbes@lincolnshire.gov.uk	All Divisions
I011794	Revenue and Capital Budget Monitoring Report 2016/17	Open	Executive 7 Feb 2017	Overview and Scrutiny Management Committee	Report	County Finance Officer Tel: 01522 553642 Email: david.forbes@lincolnshire.gov.uk	All Divisions
I012820 New!	Further Consideration of the Lincolnshire Sustainability and Transformation Plan	Open	Executive 7 Feb 2017		Report	Executive Director of Adult Care and Community Wellbeing Tel: 01522 553844 Email: glen.garrod@lincolnshire.gov.uk	All Divisions

FORWARD PLAN OF KEY DECISIONS FROM 01 FEBRUARY 2017

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
I012799 New!	Decision to award contract for Grantham Southern Relief Road Grade Separated Junction on A1	Open	Executive Councillor: Highways, Transport and IT Between 1 Mar 2017 and 8 Mar 2017	Highways and Transport Scrutiny Committee; Executive Councillor for Highways, Transport, IT	Report	Client Highway Services Manager Tel: 01522 552935 Email: david.walton@lincolnshire.gov.uk	Grantham Barrowby; Grantham East; Grantham North; Grantham North West; Grantham South
I012800 New!	Asset Management Strategy	Open	Executive Councillor: Highways, Transport and IT 6 Mar 2017	Highways and Transport Scrutiny Committee	Report	Highways Engineer Tel: 01522 550452 Email: richard.fenwick@lincolnshire.gov.uk	All Divisions
I012802 New!	Highway Asset Management Plan	Open	Executive Councillor: Highways, Transport and IT 6 Mar 2017	Highways and Transport Scrutiny Committee	Report	Highways Engineer Tel: 01522 550452 Email: richard.fenwick@lincolnshire.gov.uk	All Divisions
I011792	Review of Financial Performance Report 2016/17	Open	Executive 4 Jul 2017	Overview and Scrutiny Management Committee	Report	County Finance Officer Tel: 01522 553642 Email: david.forbes@lincolnshire.gov.uk	All Divisions

FORWARD PLAN OF KEY DECISIONS FROM 01 FEBRUARY 2017

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, Commissioning, Finance and Property
Councillor Mrs P A Bradwell (Deputy Leader)	Adult Care, Health and Children's Services
Councillor C J Davie	Development <i>(Economic Development, Environment, Planning and Tourism)</i>
Councillor R G Davies	Highways, Transport and IT
Councillor R A Shore	Waste and Recycling
Councillor Mrs S Woolley	NHS Liaison and Community Engagement
Councillor C N Worth	Culture and Emergency Services <i>(Libraries, Heritage, Culture, Registration and Coroners Service, Fire and Rescue and Emergency Planning)</i>
Councillor B Young	Community Safety and People Management <i>(Crime Reduction, Trading Standards, Equality and Diversity People Management and Legal)</i>

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