



County Offices
Newland
Lincoln
LN1 1YL

17 January 2018

Overview and Scrutiny Management Board

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 25 January 2018 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 'T McArdle', written over a horizontal line.

Tony McArdle
Chief Executive

Membership of the Overview and Scrutiny Management Board (11 Members of the Council and 4 Added Members)

Councillors R Wootten (Vice-Chairman), R B Parker (Chairman), T Bridges, Mrs J Brockway, M Brookes, R L Foulkes, C S Macey, C E H Marfleet, Mrs A M Newton, N H Pepper and E W Strenziel

Added Members

Church Representatives: Mr S C Rudman and Reverend P A Johnson

Parent Governor Representatives: Mrs P J Barnett and 1 Parent Governor Vacancy

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA
THURSDAY, 25 JANUARY 2018**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the meeting of the Overview and Scrutiny Management Board held on 21 December 2017	5 - 12
4	Announcements by the Chairman, Executive Councillor for Resources and Communications and Chief Officers	Verbal Report
5	Consideration of Call-Ins	
6	Consideration of Councillor Calls for Action	
7	Revenue and Capital Budget Monitoring Report 2017/18 <i>(To receive a report by David Forbes (County Finance Officer) which provides the second budget monitoring report for the financial year 2017/18. The report will be presented to the Executive on 6 February 2018 along with the comments of the Overview and Scrutiny Management Board. The report compares the projected expenditure with the approved budget and provides explanations for any significant over or underspending)</i>	13 - 32
8	2018/19 Budget for Support Service Areas <i>(To receive a report from Michelle Grady (Head of Finance – Communities) which describes the budget proposals for the next two financial years based on the four year funding deal announced by Government and updated by the 2018/19 Provisional Local Government Finance Settlement. The report specifically looks at the budget implications for two of the Council's commissioning strategies)</i>	33 - 38
9	Council Budget 2018/19 <i>(To receive a report by David Forbes (County Finance Officer) which provides the budget proposals, agreed by the Executive at its meeting on 19 December 2017, and includes the implications of the Provisional Local Government Finance Settlement which were received following that meeting)</i>	39 - 80
10	Final Draft Council Business Plan 2018-2020 <i>(To receive a report by Jasmine Sodhi (Equalities and Performance Manager) which provides the outcomes and measures which make up the final draft Council Business Plan 2018-2020. The report will be considered by the Executive in February 2018 following which it will be presented to Full Council on 23 February 2018 for approval)</i>	81 - 116

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| 11 | The Scrutiny Review Process
<i>(To receive a report from Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) which invites the Board to determine the process by which topics for scrutiny reviews should be decided)</i> | 117 - 120 |
| 12 | Scrutiny Committee Work Programmes
<i>(To receive a report which sets out the work programmes of the Children and Young People Scrutiny Committee and the Public Protection and Communities Scrutiny Committee in accordance with the Board's agreed programme)</i> | 121 - 132 |
| 13 | Overview and Scrutiny Management Board Work Programme
<i>(To receive a report which enables the Board to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focussed where it can be of greatest benefit)</i> | 133 - 146 |

Democratic Services Officer Contact Details

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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.

All papers for council meetings are available on:
www.lincolnshire.gov.uk/committeerecords



**OVERVIEW AND SCRUTINY
MANAGEMENT BOARD
21 DECEMBER 2017**

PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)

Councillors T Bridges, Mrs J Brockway, M Brookes, C S Macey, C E H Marfleet, Mrs A M Newton, N H Pepper, E W Strengiel, R J Kendrick and R Wootten (Vice-Chairman)

Added Members

Church Representatives: Mr S C Rudman

Executive Support Councillor for Resources and Communications Councillor M A Whittington attended the meeting as an observer

Officers in attendance:-

Paul Briddock (Partnership Director for SERCO), Andrea Brown (Democratic Services Officer), Arnd Hobohm (Contract Management Team - Infrastructure), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer), John Wickens (Head of ICT) and Richard Wills (Executive Director, Environment and Economy)

63 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors R L Foulkes and Mrs J Brockway and Added Members Mrs P J Barnett, Reverend P A Johnson and Dr E van der Zee.

It was reported that, under the Local Government (Committee and Political Groups) Regulations 1990, Councillor R J Kendrick had been appointed as replacement member for Councillor R L Foulkes, for this meeting only and that Councillor R Wootten had permanently replaced Councillor L A Cawrey.

The Committee was reminded that Councillor R Wootten had been appointed as Vice-Chairman of the Overview and Scrutiny Management Board at the meeting of Full Council on Friday 15 December 2017.

64 DECLARATIONS OF MEMBERS' INTERESTS

No declarations of Members' interests were received at this point of the proceedings.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
21 DECEMBER 2017****65 MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY
MANAGEMENT BOARD HELD ON 30 NOVEMBER 2017**

The Chairman advised the Board of an error on page two of the minutes. Dr E van der Zee had been referred to as *Mr* E van der Zee, which would be amended.

RESOLVED

That the minutes of the previous meeting held on 30 November 2017, with the amendment noted above, be agreed as a correct record and signed by the Chairman.

**66 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLOR
FOR RESOURCES AND COMMUNICATION AND CHIEF OFFICERS**

The Chairman advised that he had attended two recent meetings of the Executive, on 5th and 19th December. These meetings had included an overview of the way in which key indicators were considered and a presentation from the County Finance Officer in relation to the budget workshops. Unfortunately, the settlement for Lincolnshire had only just been received and therefore the detail was unable to be considered at that time.

The Chairman confirmed that scrutiny committees would be consulted on the draft budget proposals prior to the Board's consideration on 25 January 2018. The Executive would then consider the comments prior to making a recommendation to Full Council on 23 February 2018.

The Executive Support Councillor for Resources and Communications confirmed that some areas of the budget would be reconsidered following the announcement and the potential increased income.

There were no announcements by Chief Officers.

67 CONSIDERATION OF CALL-INS

No Call-Ins had been received.

68 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

No Councillor Calls for Action had been received.

**69 PERFORMANCE OF THE CORPORATE SUPPORT SERVICES
CONTRACT**

Consideration was given to a report by the Chief Commercial Officer which provided an update on Serco's performance against contractual Key Performance Indicators (KPIs) specified within the Corporate Support Services Contract between September 2017 and October 2017. The report also provided an update on the progress made on key transformation projects being undertaken by Serco.

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Prior to the meeting an addendum report had been circulated to the Board which provided an update on Serco's KPI performance in November 2017 (contract month 32).

Arnd Hobohm (Contract Management Team – Infrastructure) introduced the report and explained that Appendix A and the addendum to the report provided detailed KPI results for the six months of service delivery from May to November 2017 broken down by service area.

Table 8 of the report highlighted two areas of KPI failure and the effect on Council service provision where the Minimum Service Level (MSL) had not been achieved, both of which were in September 2017 only. These were CSC_KPI04 (% of abandoned calls) and IMT_KPI05 (number of Priority 1 incidents reported to service desk). Since the report and addendum had been published, the score against KPI04 (% of abandoned calls) within the Customer Service Centre was 2.79% which was the best it had ever been.

It was reported that KPI performance across most service areas had been good with MSL failures continuously falling however four IMT KPIs which had been escalated for August 2017 remained outstanding.

The Chairman invited Paul Briddock (Partnership Director, Serco) to give an update from the perspective of Serco who explained that a considerable amount of hard work and effort had been done in order to improve the KPIs with a number of services maintaining performance and moving forward. Only one KPI was missed and that was by 0.75% of 1% therefore it was reported that they were now in a much stronger position than previously.

The Board was advised that October 2017 had resulted in no red status KPIs for the first time since the start of the contract and that this had continued into November 2017.

The Chairman invited the Board to ask questions on this section of the report, during which the following points were noted:-

- Councillor A M Newton asked that her thanks to both Paul Briddock and LCC teams regarding the progress made be recorded. As the Chairman of the former Value for Money Scrutiny Committee during the last Council term, where this item was regularly scrutinised, Councillor Newton acknowledged the level of improvement made, but reiterated that these indicators should have been met from the start of the contract;
- Serco had faced significant issues in recruitment as competitors were also recruiting to similar positions. As a result, Serco had improved advertising and technology in addition to a change in management staff with better skill sets. All of these changes had come into effect from 1 October 2017 which had resulted in the step change in performance shown in the report;
- Outstanding payroll queries appeared to continually increase and it was explained that this would depend on the query and the complexity of the

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issues. September was a busy period for schools, for example, with newly qualified teachers being employed. Due to the tight turnaround within the schools, this resulted in a considerable amount of paperwork being received late. The current number outstanding was 54 across the whole of payroll and work was required to ensure that those people were not disadvantaged as a result of the late receipt of paperwork. It was further explained that to rectify errors made as a result of late paperwork could take approximately 10 times more work than it would to process the paperwork if had been received on time;

- In order to improve this position, a Joint Improvement Board had been set up to deal with 'starters', 'movers' and 'leavers' and would support line managers to manage the process better; and
- The Chairman of the Public Protection and Communities Scrutiny Committee, Councillor N H Pepper, indicated that Fire Officers across the county were dissatisfied with the service provided by payroll and that they regularly reported issues. Paul Briddock questioned that view as Serco had met monthly with fire staff and unions who had reported that less than 0.1% was outstanding. Further information was requested as Serco would like to look at this issue in more detail.

Overall the Board was happy with the progress made but urged Serco not to become complacent.

The Chairman invited the Partnership Director (Serco) to introduce Appendix D to the report which presented information requested by the Board at its meeting on 26 October 2017 in relation to IT Projects.

The report documented the following areas:-

- Definition of an IT commissioned project;
- The number of IT projects carried out since 1 April 2015;
- Delivery Profile: Next 9 months;
- The extent of any delay in delivery; and
- The impact on the Council and residents of Lincolnshire arising from that delay.

The Chairman welcomed John Wickens, Head of ICT (Lincolnshire County Council), to the meeting and invited him to provide any supporting information from the perspective of the Council on this issue.

It was reported that most of the difficult challenges had been due to the delays at the start of the contract and the handover between Mouchel and Serco. This had been further impacted by the implementation of the ERP (Finance) system which was done in parallel with the delivery of Mosaic and some other core deliveries. Due to this, the contract was started with a backlog which was further compounded by the delay in routine 'servicing work' resulting in network outages. LCC and Serco had then been in a position where all resources had to be diverted to a tactical short term 'firefighting' team which had meant that regular day-to-day servicing was not done and continued to build up a large backlog. Although there was a sense that this area

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was improving, the Board was asked to note that LCC staff had been working tirelessly alongside Serco staff to improve this position.

It was acknowledged that LCC had put together a stringent contract with high KPIs which Serco had perhaps underestimated when they bid for the contract. It was stressed that Serco had never suggested that they did not accept the terms of the contract but it was acknowledged that the contract had been written for 2012 and that the IT world had moved on considerably but the contract had not. It was suggested that there was an opportunity to reconsider the relationship and start to work together for the future.

During discussion, the following points were noted:-

- Appendix D suggested that Serco had no visibility of LCCs planned pipeline and therefore were unable to profile any new projects. It was explained that as recent work had been focussed on 'firefighting' it had been difficult for both parties to be able to consider the future. It was anticipated that this work could now start and, as an example, work had commenced with the Property Team and IT to look to the future;
- One of the propositions within the budget was for the IMT budget to be increased. It was proposed to include £1.4m for known requirements such as licenses for data protection, etc., and a further £3m which would not be precisely defined until the profiling work had been completed;
- The Chairman requested that a document with KPIs for each project be presented to the Board at future meetings;
- It was explained that sitting below the council's IT Strategy was a technical strategy which looked 2-3 years ahead and, although this was not necessarily a written strategy, this could be shared with the Board.

The Chairman suggested that the following areas for action be agreed:-

- Clarity of the IT vision and visible pipeline as far as it impacted on these projects;
- That this report and appendices be shared with the IT Scrutiny Panel and to request their consideration and thoughts; and
- That the Executive Director for Environment and Economy present proposals to enable the Overview and Scrutiny Management Board to fulfil their role by developing KPIs for each of these projects to enable Serco to be held to account.

The Head of ICT confirmed that the data requested within the last bullet point was available and each project was being measured using KPIs for project delivery. Local agreements had been set and each gateway monitored with any formal project changes having to be approved between IT, the relevant project lead and Serco with overall approval by the Programme Board.

It was agreed that this information would be presented to the Board at the next meeting by way of a formal report.

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RESOLVED

1. The report and contents be noted; and
2. That a report detailing the KPIs for the delivery of individual IT projects be added to the Overview and Scrutiny Management Board Work Programme for consideration at the next meeting.

Paul Briddock (Partnership Director, Serco) made a personal announcement to the Board, explaining that he would be moving on from this contract and reducing his working days to three days in order to spend more time with his family. It would not be beneficial to Serco or LCC for him to continue with this contract and therefore Serco was in the process of appointing a replacement with extensive experience in local government, who was to take up position in January 2018.

Paul thanked the Board and, in particular, the Chairman who had helped Serco to focus and strive to improve.

The Chairman thanked Paul for the considerable improvements in performance since his appointment and, on behalf of the Board, wished him all the best for the future.

70 FUTURE SCRUTINY REVIEWS

Consideration was given to a report by the Executive Director for Environment and Economy which presented the Board with an opportunity to evaluate the proposals received to-date for future scrutiny reviews.

Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, introduced the report and confirmed that an email had been sent to all Councillors on 17 November 2017 reminding them of the invitation to propose potential scrutiny review topics using the scrutiny toolkit provided (also included in the agenda pack at Appendix A).

It was confirmed that this request had also been extended to officers of the Council.

Councillor M Brookes explained that it had been agreed at the last meeting of the Highways and Transport Committee to receive a formal report requesting a review as per the previous system. It was reported that a paper would be presented to them in January 2018 in relation to sponsorship of roundabouts and it was expected that this would be submitted for a full review.

The Chairman explained that this was a different approach and it was still not completely clear how these review topics would be agreed. Further consideration would be given to this process and suggestions presented to the Board at the next meeting.

It was also unclear what the required focus and outcome would be of each of the suggested reviews documented within the report. It was suggested that a named sponsor be allocated to meet with lead officers initially to undertake an exercise to

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clarify the reasons for the review request. This information would then be presented to the Board at the next meeting.

RESOLVED

1. That the report be noted;
2. That a report detailing a suggested process to decide relevant scrutiny reviews be presented at the next meeting; and
3. That named sponsors be allocated, for the suggested scrutiny review topics, to undertake a review with officers and report back to the next meeting.

71 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK PROGRAMME

The Board was provided with an opportunity to consider its own work programme.

The Board was advised that the Property Company item for pre-decision scrutiny would be presented at the meeting in January 2018. Due to the additional items for consideration in addition to the Budget item, it was agreed that the meeting would likely be a full day meeting with a break for lunch.

In relation to the draft budget and the recent update regarding to the increase in rural grants by 1% in addition to the retention of business rates, the Chairman asked the Executive Support Councillor for Resources and Communications to clarify with the Executive if those changes would be included within the report to be presented to the Board in January.

RESOLVED

1. That the Overview and Scrutiny Management Board Work Programme, including the amendments noted above, be agreed; and
2. That the Executive Support Councillor for Resources and Communications clarify the intention relating to the recent budget updates.

The Chairman extended his best wishes to the Board for both a happy Christmas and New Year.

The meeting closed at 11.38 am

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

Report to:	Oveview and Scrutiny Management Board
Date:	25 January 2018
Subject:	Revenue and Capital Budget Monitoring Report 2017/18

Summary:

This is the second budget monitoring report for the financial year 2017/18. It is being presented to the Executive on 6 February 2018. It compares projected expenditure with the approved budget and provides explanations for any significant over or under spending.

Actions Required:

That members of this Committee review, discuss and note the contents of the report, and consider any comments for the Executive prior to its meeting on 6 February 2018.

1. Background

1.1 The attached report (**Appendix A**) will be presented to the Executive on 6 February 2018.

2. Conclusion

Comments from this Committee regarding the 2017/18 budget position of the Council should be passed to the Executive.

3. Consultation

a) Have Risks and Impact Analysis been carried out??

No

b) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Revenue and Capital Budget Monitoring Report 2017/18 to be presented to the Executive at its meeting on 6 February 2018.

5. Background Papers

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:	06 February 2018
Subject:	Revenue and Capital Budget Monitoring Report 2017/18
Decision Reference:	I014134
Key decision?	No

Summary:

This report provides an update on spending compared with budgets for the financial year which started on 1 April 2017.

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.

Revenue Budget Change – Transfer of Funding to Supported Accommodation for Homeless Young People

The report asks that the Executive recommend to full Council the approval of the transfer of £1.500m from Readiness for Schools (Children's Centres) to Readiness for Adult Life for supported accommodation for homeless young people. Spending on Children's Centres is not being reduced, it will be funded by utilising £1.500m from the Public Health grant reserve in 2017/18.

Recommendation(s):

The report recommends the following:

1. Note the current position on the revenue and capital budgets; and
2. Recommend to full Council the transfer of £1.500m from Readiness for Schools revenue budget to Readiness for Adult Life.

Alternatives Considered:

- | | |
|----|---|
| 1. | Do not approve the reallocation of budget from Children's Centres to Support Accommodation for Homeless Young People. |
|----|---|

Reasons for Recommendation:

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

The transfer from Children's Centres to Supported Accommodation for Homeless Young People is recommended. Public Health Grant can be legitimately be used to fund spending on Children's Centres. This will release £1.500m from this budget which can then be transferred to cover the projected overspending on Supported Accommodation in 2017/18.

1. Background

1.1 In summary:

- Total revenue spending is predicted to be £13.814m less than the total budget (excluding the projected underspendings on Schools budgets);
- Total revenue income is predicted to be £3.008m, 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 £1.520m overspend at the end of the financial year.

DISCUSSION

Revenue

Table A (Position as at 02 January 2018)

	Revised Net Revenue Budget	Net Expenditure	Year End Forecast	Forecast Variance	Forecast Variance
	£'000	£'000	£'000	£'000	%
COMMISSIONING STRATEGIES					
Readiness for School	4,949	3,408	4,942	-7	-0.1
Learn & Achieve	33,238	22,225	33,490	251	0.8
Readiness for Adult Life	5,107	3,933	7,138	2,030	39.8
Children are Safe and Healthy	65,084	51,021	63,918	-1,166	-1.8
Adult Safeguarding	4,146	2,686	4,368	222	5.4
Adult Frailty & Long Term Conditions	121,034	45,543	120,282	-752	-0.6
Carers	2,304	1,503	2,305	1	0.0
Adult Specialities	62,114	57,808	62,256	142	0.2
Wellbeing	27,121	19,534	27,260	139	0.5
Community Resilience & Assets	10,103	6,402	10,103	0	0.0
Sustaining & Developing Prosperity Through Infra	40,697	26,855	40,723	26	0.1
Protecting & Sustaining the Environment	25,081	16,116	24,030	-1,051	-4.2
Sustaining & Growing Business & the Economy	1,255	3,663	1,255	0	0.0
Protecting The Public	22,668	17,098	22,668	0	0.0
How We Do Our Business	9,493	7,047	9,178	-315	-3.3
Enablers & Support To Council's Outcomes	36,339	30,332	35,553	-786	-2.2
Enablers & Support To Key Relationships	0	-86	0	0	0.0
Public Health Grant Income	-33,524	-25,143	-33,524	0	0.0
Better Care Funding Income	-34,497	-13,028	-34,497	0	0.0
TOTAL COMMISSIONING STRATEGIES	402,712	276,917	401,447	-1,265	34
SCHOOL BUDGETS					
Delegated Schools Budget	496,389	167,052	496,618	229	0.0
Dedicated Schools Grant	-515,050	-193,522	-515,050	0	0.0
Schools Related Expenditure	28,155	18,721	26,107	-2,048	-7.3
Schools Budgets (Other Funding)	2,838	-6,240	2,838	0	0.0
TOTAL SCHOOL BUDGETS	12,333	-13,989	10,514	-1,819	-14.8
OTHER BUDGETS					
Contingency	2,870	0	2,870	0	0.0
Capital Financing Charges	42,415	-436	40,734	-1,681	-4.0
Other Budgets	16,985	7,783	6,117	-10,868	-64.0
TOTAL OTHER BUDGETS	62,269	7,347	49,720	-12,549	-20.2
TOTAL EXPENDITURE	477,315	270,275	461,681	-15,634	-3.3
INCOME					
Revenue Support Grant	-48,292	-36,702	-48,292	0	0.0
Business Rates	-106,961	-81,105	-108,380	-1,419	1.3
Council Tax	-264,868	-211,894	-264,868	0	0.0
Other Non Specific Grants	-18,024	-15,434	-19,613	-1,588	8.8
TOTAL INCOME	-438,144	-345,134	-441,152	-3,008	0.7
USE OF BALANCES					
Use of Balances - Earmarked Reserves	-39,070	-30,650	-39,070	0	0.0
Use of Balances - General Reserves	-100	-100	-100	0	0.0
TOTAL USE OF RESERVES	-39,170	-30,750	-39,170	0	0.0
TOTAL	0	-105,609	-18,641	-18,641	

Children's Services

1.2 Over the four commissioning strategies, Children's Services is currently forecasting an overspend of £1.108m (1.02%).

1.3 Readiness for School commissioning strategy that focuses on Children Centre delivery is forecasting to be marginally underspent by £0.007m (0.15%).

1.4 Learn and Achieve commissioning strategy is forecasting an overspend of £0.251m (0.76%). The majority of this commissioning strategy relates to Home to School/College Transport (£24.137m), which is currently projecting an overspend of £0.190m (0.78%). This projection has been reviewed using the new academic year data but Home to School/College Transport continues to be a volatile budget with many external factors influencing its final spend. It should also be noted that the number of school days required for transport in 2017/18 is 187 but the budget allows for 191 school days indicating daily transport costs are increasing. Forecasts on spending will continue to be reviewed on a monthly basis by officers to ensure spend levels are controlled and an overspend mitigated.

1.5 Readiness for Adult Life commissioning strategy is forecasting an overspend of £2.030m (39.76%). This relates to Supported Accommodation, which is the Local Authority's legal duty to provide supported accommodation for homeless 16-17 year olds and care leavers. This cost pressure is due in part to case law, referred to the Southwark judgement, and the complex needs and increased demand of this age group where parents are refusing to continue to provide care for them. A transformational group has been established to consider ways of controlling the level of demand through more suitable and cost effective provision to best meet the needs of the young people.

1.6 The Council plan to utilise £1.500m from the Public Health grant reserve in 2017/18 to meet the costs associated with children centres in line with the grant conditions. This drawdown from the Public Health Grant reserve will release £1.500m which could be redirected to cover the reported overspending in Readiness for Adult Life on Supported Accommodation. It is proposed, for Full Council consideration to transfer £1.500m budget as a one year budget change from children centres, Readiness for School commissioning strategy to Readiness for Adult Life commissioning strategy to support the cost pressure relating to the Local Authority's legal duty to provide supported accommodation for homeless young people over 16 years, and care leavers. The proposed one year budget change will offset a significant share of the £2.030m budget pressure identified in this commissioning strategy, and address the overall Children's Services overspend.

1.7 Children are Safe and Healthy commissioning strategy is forecasting an underspend of £1.166m (-1.79%). The underspends relate to one-off monies, such as the distribution of Children's Services share of the surplus generated by the Legal Shared Service (£0.345m), the phased introduction of bed capacity at the Beacon development from 7 to 11 beds (£0.267), reduced central staffing costs as a result of the utilisation of grants (£0.287m), lower staffing costs especially in the early help area (£0.429m), and a lower number of Health Service staff transferred from Lincolnshire Community Health Services on 1st October 2017 (£0.938m). This has been offset by increased costs on social care budgets (£1.100m) such as out county placements and looked after children. The area of children's social care is facing significant challenges nationally and locally. The national increase in looked after children is currently considered by the sector to be at 8% due to a number of reasons: case law, the impact of austerity, and the increasing complex nature of family life as a result of substance use, mental health and domestic abuse. Officers will continue reviewing the position of Looked After Children and

Children in Need numbers due to the demand-led nature of these services and placement costs.

Adult Care and Community Wellbeing

1.8 The Adult Care & Community Wellbeing (AC&CW) net budget is £216.719m. Based on current information available to 31 December 2017 it is estimated that AC&CW will produce an underspend of £0.248m.

1.9 The increasing strategic importance of the Better Care Fund (BCF) has meant that the impact to AC&CW now has to be reflected in service budgets, with a detailed exercise undertaken over the summer and autumn months to incorporate all schemes funded via the BCF into the AC&CW budget from 2017/18 onwards.

1.10 The BCF has a growing influence on how AC&CW pressures are funded in the Council with it being the only means in which the vast majority of pressures identified below will be funded over the next two years.

Adult Safeguarding

1.11 The current budget for Safeguarding for 2017/18 is £4.146m, at this time it is considered that the Safeguarding budget will overspend by £0.222m.

1.12 Work is currently ongoing to reduce the backlog of Deprivation of Liberty Safeguarding (DoLS) assessments and reviews that have built up over the last two years due to lack of capacity following the Cheshire West Judgement.

1.13 As a result there are continuing pressures in the Mental Health Capacity team to ensure that all Best Interest Assessments and Reviews are completed on time so that backlogs are reduced significantly.

1.14 In addition to this Mental Health Capacity and Emergency Duty Teams are also showing a pressure against their budgets.

Adult Frailty & Long Term Conditions

1.15 The budget for this strategy is £121.034m, at this time it is considered that it will produce a small underspend of £0.752m or 0.62% of the total budget

1.16 Direct Payments continues to see growth against the same period last year with the average cost per case increasing. Home Support activity remains lower following the transition to Prime Provider Contracts, though there has been some growth this financial year.

1.17 Long term residential care numbers are projected to be similar to 2016/17 with approximately 1,300 new long term placements producing an overspend in the area, however this is being offset by a reduction in short term residential care activity.

1.18 Overall income continues to outperform targets set especially in regards to Direct Payment Audit income and Residential income; however Non Residential income is showing a shortfall against target. This is due to a combination of financial assessment delays and the reduced home support service activity.

1.19 This strategy also includes the infrastructure budget for expenditure in relation to the Executive Director for AC&CW, along with individual Heads of Service costs as well as budgets for Policy and Service Development, Performance and Brokerage Teams.

1.20 There are small levels of underspend in the Quality Assurance team due to staff vacancies that are yet to be filled, but this has been taken up by the additional staff costs within the Brokerage team for the year.

1.21 There was also a transfer of £0.180m to Infrastructure from Business Support in the last year that related to CSC staff costs that have now been transferred to Serco. It is envisaged that the majority of this budget will be unspent this year and will form part of the Adult Care savings for the 18/19 budget.

Carers

1.22 The current budget for Carers for 2017/18 is £2.304m.

1.23 The number of carers receiving services from the Lincolnshire Carers Service during 2017/18 continues to increase with a focus on early identification and support of carers providing a wide range of services including carers universal support services, community networks, information and advice as well as statutory assessments. This increase has been delivered within the allocated budget.

Adult Specialities

1.24 The current budget for this commissioning strategy is £62.114m, and at this time it is considered that it will produce a small overspend of £0.142m or 0.22% of the total budget.

1.25 The majority of the services in this strategy are administered via two Section 75 agreements between the Council and NHS commissioners and providers in Lincolnshire; however a small budget allocation exists for the Council's remaining in-house day care services.

1.26 Direct payments in the area are now projecting an overspend due to a higher than anticipated increase in new packages agreed during the summer months relating to school and college leavers. We have also built in an estimate for the additional cost of night rate payments that will affect clients who employ personal assistants using their direct payment.

1.27 Supported Living budgets are also projected to overspend this year as a result the increasing cost of care packages that have been approved via panel.

1.28 Residential activity has seen an increase in new placements compared to the same time last year but with no service de-commitments. In addition to this the service has also incurred a further £0.150m of costs as a result of fee increases.

1.29 Continuing health care (CHC) cases made on behalf of Lincolnshire Clinical Commissioning Groups (CCGs) are also expected to grow this year. CCGs contribute £11.400m to the Council as part of the S75 agreement. As a result of the growth in CHC cases the CCGs will commit an additional £0.500m as per the S75 risk share agreement to offset this additional cost.

1.30 Income is projected to outperform budgeted expectations by £1.400m, with increases in all areas with the exception of short term care income. The largest area of growth is in non-residential income.

1.31 Mental Health services are run on behalf of the Council by the Lincolnshire Partnership Foundation Trust by way of a Section 75 agreement. Current reports from LPFT suggest an increase in services activity, however there is an expectation that LPFT budgets will remain on target in 2017/18.

Wellbeing

1.32 The current budget for Community Wellbeing is £27.121m.

1.33 Based on information received up to 31 December 2017 it is projected that this area will overspend by £0.139m this financial year with overspends in Wellbeing, Sexual Health services which have been partially offset by underspends in costs related to Public Health Statutory services.

Better Care Fund

1.34 The Lincolnshire Better Care Fund (BCF) is a framework agreement between Lincolnshire County Council and the Lincolnshire Clinical Commissioning Groups (CCGs) and looks to pool funds from those organisations to help support the national and local objective of closer integration between the Council and the CCGs.

1.35 The total pooled amount in 2017/18 is £226.000m and includes £54.817m that was allocated to the Lincolnshire BCF from the Department of Health.

1.36 Lincolnshire's fund is one of the largest in the country and includes pooled budgets for Learning Disabilities, Children and Adolescence Mental Health Services (CAMHS) and Community Equipment plus 'aligned' Mental Health funds from the County Council and the four CCGs.

1.37 In addition to the continuation of existing pooled funds, there are a number of other funding streams, these increases result from:

- Inflationary increases in CCG funding, and as a result in the CCG funding for the Protection of Adult Care Services;

- The addition of the iBCF funding that was announced in the Chancellor's November 2015 budget totalling £2.105m in 2017/18; and
- The announcement of iBCF Supplementary funding in the Chancellor's March 2017 budget. This provides an additional £15.265m in 2017/18.

1.38 There is a requirement to ensure that the funding has a positive impact on performance in the areas of Delayed Transfers of Care and Non-Elective Admissions, this has been reflected in our plans.

1.39 The resulting Narrative Plan and the related Planning Templates for the two years 2017-2019 were submitted to NHS England on September 2017 and approved without conditions on 30 October 2017.

1.40 Work has recently been completed between the Council and the Lincolnshire CCG's to agree the overarching Framework Agreement within a mandated deadline of 30 November 2017. The agreements were signed by all partners on 29 November 2017.

Economy and Environment

Sustaining and Developing Prosperity through Infrastructure

1.41 Heritage is forecast to overspend by £0.400m. The service continues to review the level of income generated as it comes towards the conclusion of the 2017 Summer & Autumn event calendar. There have continued to be a small (and reducing) number of one off legacy costs to bring Lincoln Castle's servicing and maintenance in line with Total Facilities Management and provide longer term efficiencies along with increased Business Support costs (currently under review), as the Heritage Service continues to implement disciplined and detailed financial and accounting processes.

1.42 This is offset by some forecast underspends within Transport (£0.375m) due to the lower than expected travel using concessionary fares. There are also some savings due to staff vacancies within the Highways service. These budgets are currently under review to enable the most efficient and effective spend for the remainder of the financial year.

Protecting and Sustaining the Environment

1.43 The main forecast variance on Waste Management is currently showing a potential underspend of £0.998m. This forecast has been refined based on the latest waste tonnages, seasonality quantities and associated pricing as at the November contract update. Although cost pressures associated with the higher tonnages processed through the Energy from Waste plant remain there are savings on reduced costs from mixed dry recycling and a reduced tonnage for composting and other areas of recycling, which reflects the volatility of the waste industry.

Finance and Public Protection

Protecting the Public

1.44 How We Do Our Business is forecasting an underspending of £0.315m. This is due to the underspendings within Financial Strategy which are explained as below:

- There is an underspend of £0.245m on Serco contract volumes which mainly relates to the delay in implementing the Care Act;
- £0.030m additional income from schools finance service in 2017/18; and
- There is a small underspend on staffing costs (£0.040m) due to a delay in recruitment into a number of vacant posts and secondments within the finance team.

1.45 Enablers and Support to Council's Outcomes is forecasting an underspending of £0.786m against their budget of £36.339m. This is explained by the following:

- ICT Strategy and Support is forecasting to overspend by £0.210m (1.8% of their budget). This is due to a number of minor variations as the service continues to review its delivery model.
- In relation to Legal Services Lincolnshire, a surplus in excess of target of £0.512m is predicted. This is due to projected income generation continuing to be higher than the forecast for 2017/18. The Legal Management Board will decide on the use of any surplus at year end. In recent years it has taken a decision to redistribute the surplus in full to partner authorities in proportion to their use of the service
- Commissioning is forecasting to underspend by £0.200m. This is due to a number of staffing vacancies that have occurred throughout the year.
- Business Support has been asked to save £2.566m from the base budget since 2015/16 as part of the financial challenge. The service continues to review all opportunities to deliver such changes and has achieved over £2.000m in the last two years alongside increased demand to support services in delivering their outcomes. This has resulted in a forecast overspend of £0.140m for the current financial year (previously October forecast of £0.430m overspending).
- People, Strategy and Support is forecasting an underspending of £0.424m. This is mainly due to staffing vacancies within both the People Management and Graduate staffing areas, increased income from the purchase of employee leave, reductions within the anticipated costs for DBS checks and Fire and Rescue Pension Administration and a potential budget saving as a result of last year's budget re-alignment exercise.

Schools Budgets

1.46 Under government regulations, schools carry forward automatically their under and overspendings to the next financial year. Budgets held centrally within the ring-fenced 2017/18 Dedicated Schools Grant (DSG) were 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.

Other Budgets

1.47 Capital Financing Charges are currently projecting an underspend of £1.681m. Capital financing charges are lower than originally planned due to:

- Slippage in the capital programme in 2016/17, which has resulted in lower minimum revenue provision (MRP), the amount set aside by the Council to repay outstanding capital debt liabilities for 2017/18;
- A lower interest rate environment has reduced the forecast interest payments; and
- The new MRP Policy has also reduced the cost to the Council in this area.

1.48 Other Budgets is currently projecting an underspend of £10.868m. This is mainly explained by the following:

- National Living Wage is currently forecasting £8.740m underspend. This is primarily due to national living wage growth in Adult Care being funded by the new BCF monies in 2017/18. Beyond 2017/18 it is anticipated that national living wage costs in Adult Care will continue to be funded from BCF income;
- Pension Secondary Payment to the Pension Fund was reduced by £3.016m following advice from the actuary, Hymans Robertson, upon receipt of additional schools pensionable payroll information;
- A dividend of £0.565m 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;
- Corporate and Service Redundancy is projecting an underspend of £0.169m. The Corporate Redundancy budget funds the costs associated with the staffing restructuring changes that had been approved through the 2017/18 Council's budget. These planned changes support the Council to bring down expenditure in line with its current levels of planned income; and

- The above underspending is offset by £1.643m reduced capital receipt. Some disposals related to former school playing fields are covered by Section 77 of Schools Standards and Framework Act 1998. This requires that the capital receipts have to be re-invested as part of the consent application to sell these playing fields from Department of Education rather than accounted for within the year.

Council's General Funding

1.49 The Council's general funding is currently forecast to be £3.008m more than the revenue budget approved at full Council in February 2017. The most significant reasons for this forecast increase in funding are as follows:

- Business Rates-Pooling with Districts - £1.420m (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 2017/18. The income we are currently estimated to receive from business rates pooling for 2017/18 is £1.420m.
- Partners in Practice - £1.339m (more than budgeted for). This S31 grant is intended to support projects relating to innovation and reform in Children's Social Care. This income was notified to us after the budget setting process had been completed. The full allocation for 2017/18 will be £2.678m.
- New Homes Bonus Returned Funding Grant - £0.249m (more than was budgeted for). At the time of budget setting, the Council had not been notified that it would be receiving this funding in 2017/18. 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

1.50 The Council planned to use £17.870m from the Financial Volatility Reserve to balance the Council's budgets in 2017/18 and £0.100m from the General Fund to keep this balance at 3.5% of the Council's budget requirement. Further use of £21.200m earmarked reserves were drawn down into service budgets so far this financial year.

Revenue Budget Change – Transfer of Funding to Supported Accommodation for Homeless Young People

1.51 The Council plan to utilise £1.500m from the Public Health grant reserve in 2017/18 to meet the costs associated with children centres in line with the grant conditions. This drawdown from the Public Health Grant reserve will release £1.500m which could be redirected to cover the reported overspending in Readiness for Adult Life on Supported Accommodation. It is proposed, for Full Council consideration to transfer £1.500m budget as a one year budget change from children centres, Readiness for School commissioning strategy to Readiness for Adult Life commissioning strategy to support the cost pressure relating to the Local Authority's legal duty to provide supported accommodation for homeless young people over 16 years, and care leavers. This cost pressure is due in part to case law, referred to the Southwark judgement, and the complex needs and increased demand of this age group where parents are refusing to continue to provide care for them. The proposed one year budget change will offset a significant share of the £2.030m budget pressure identified in this commissioning strategy.

1.52 The budget proposals for 2018/19 include a funded cost pressure of £1.641m for supported accommodation for homeless young people over 16 years, and care leavers. The cost pressure value is to align the budget to anticipated demand and recommended commissioning arrangements following the establishment of a transformational group to consider ways of controlling the level of demand through more suitable and cost effective provision to best meet the needs of the young people.

Capital Programme

Table B (Position as at 02 January 2018)

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								
Readiness for School								
Early Years Sufficiency / Extended Provision	1,139	136	120	-16	1,140	136	120	-16
Other Readiness for School	1	0	0	0	1	0	0	0
Sub Total	1,140	136	120	-16	1,140	136	120	-16
Learn and Achieve								
Devolved Capital	803	1,213	1,266	53	-410	0	0	0
Provision of School Places (Basic Need)	9,998	8,914	15,222	6,308	3,994	0	0	0
School Condition/Maintenance Capital	1,887	0	5,028	5,028	-819	0	0	0
School Modernisation / Condition Capital	3,494	4,867	5,412	545	1,819	0	1,040	1,040
Academy Projects	0	1,040	0	-1,040	0	1,040	0	-1,040
Other Learn and Achieve	133	454	367	-87	133	454	367	-87
Sub Total	16,315	16,488	27,296	10,808	4,719	1,494	1,407	-87
Readiness for Adult Life								
Other Readiness for Adult Life	20	3	0	-3	-5	3	0	-3
Sub Total	20	3	0	-3	-5	3	0	-3
Children are Safe and Healthy								
Universal Infant Free School Meals Capital	939	0	0	0	939	0	0	0
Other Children are Safe and Healthy	60	220	200	-20	60	220	200	-20
Sub Total	999	220	200	-20	999	220	200	-20
Adult Care								
Adult Frailty, Long Term Conditions and Physical Disability								
Adult Care	416	0	0	0	381	0	0	0
Better Care Fund - Disabled Facility Grants	5,291	5,291	5,291	0	0	0	0	0
Wellbeing								
Public Health	183	0	0	0	183	0	0	0
Sub Total	5,890	5,291	5,291	0	564	0	0	0
Environment and Economy								
Community Resilience and Assets								
Libraries	87	403	403	0	87	403	403	0
Sub Total	87	403	403	0	87	403	403	0
Sustaining and Developing Prosperity Through Infrastructure								
Highways Asset Protection	29,440	38,221	37,250	-971	3,618	5,516	1,831	-3,685
Integrated Transport	4,380	3,954	3,592	-362	1,466	642	280	-362
Lincoln Eastern Bypass	13,796	20,242	28,986	8,743	-13,516	-416	1,674	2,090
Lincoln East-West Link	-1,041	-1,766	1,500	3,266	-1,092	-1,766	1,500	3,266
Spalding Relief Road	0	0	250	250	0	0	250	250
Grantham Southern Relief Road	1,093	14,882	14,250	-632	1,093	632	0	-632
Transforming Street Lighting	220	293	293	0	220	293	293	0
Grantham Growth Point	0	0	0	0	0	0	0	0
Historic Lincoln	389	-1,442	0	1,442	1,697	-1,442	0	1,442
Lincolnshire Enterprise Partnership Contribution	0	0	0	0	0	0	0	0
National Productivity Investment Fund	1,220	5,366	5,366	0	-4,143	0	0	0
Other Sustaining and Developing Prosperity Through Infrastructure	1,119	638	1,235	597	1,113	638	51	-587
Sub Total	50,617	80,388	92,721	12,333	-9,542	4,097	5,878	1,782
Protecting and Sustaining the Environment								
Flood Defence	0	1,100	1,100	0	0	1,100	1,100	0
Flood and Water Risk Management	346	1,060	918	-142	21	1,060	836	-224
Boston Barrier	0	0	0	0	0	0	0	0
Boston Household Waste Recycling Centre	275	1,705	1,705	0	275	1,817	1,817	0
Other Protecting and Sustaining the Environment	248	89	89	0	248	-23	-23	0
Sub Total	868	3,953	3,812	-142	543	3,953	3,730	-224
Sustaining and Growing Business and the Economy								
Skegness Countryside Business Park	-369	823	823	0	-369	823	823	0
Holbeach Peppermint Junction Programme	3,887	2,753	2,736	-16	3,887	2,753	2,736	-16
Other Sustaining and Growing Business and the Economy	1,039	1,283	1,387	104	1,039	1,283	1,387	104
Sub Total	4,557	4,859	4,947	88	4,557	4,859	4,947	88
Finance and Public Protection								
Protecting the Public								
Fire and Rescue	337	561	561	0	337	561	561	0
Fire Fleet Vehicles and Associated Equipment	38	390	390	0	38	390	390	0
Registration Celebratory & Coroners Services	0	0	0	0	0	0	0	0
Sub Total	375	951	951	0	375	951	951	0
Enablers and Support to Council's Outcomes								
Broadband	2,949	5,500	5,500	0	2,568	5,500	5,500	0
Infrastructure and Refresh Programme	1,251	1,297	1,297	0	1,245	1,297	1,297	0
Replacement ERP Finance System	242	1,904	1,904	0	242	1,904	1,904	0
Care Management System (CMPP)	164	72	72	0	164	72	72	0
ICT Development Fund	0	690	690	0	0	690	690	0
Property	2,028	2,765	2,765	0	2,028	2,765	2,765	0
Property Rationalisation Programme	6,354	6,812	6,812	0	6,349	6,812	6,812	0
Blue Light South Park	1,800	0	0	0	1,153	0	0	0
Sub Total	14,788	19,040	19,040	0	13,749	19,040	19,040	0
Other Programmes								
New Developments Capital Contingency Fund	0	10,139	10,139	0	0	10,139	10,139	0
Sub Total	0	10,139	10,139	0	0	10,139	10,139	0
Total Programme	95,657	141,870	164,919	23,049	17,187	45,295	46,815	1,520

1.53 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.

1.54 The net capital programme is forecasting to be on target by end of the financial year. As part of budget monitoring process and in line with budget setting process, the Council recently reviewed the phasing of spending in the Capital Programme last autumn to realign capital budgets with current spending plans.

Children Services – (£0.123m under budget)

1.55 The capital underspend in year is earmarked for future projects which will not take place this financial year.

Environment and Economy

1.56 The capital programme has recently been reviewed with some re-phasing of work into future years. Within the current year a variety of income streams are being managed to stay within the agreed council budgets.

Other Programmes

1.57 For 2017/18 the Council set aside £7.500m in a New Development Capital Contingency Fund for capital schemes which emerge during the financial year. There was also an underspending in 2016/17 of £7.718m which has been carried forward and is available for schemes in 2017/18. To date during the financial year £5.079m has been allocated. This has been utilised to fund the following schemes:

- Net Council contribution to Holbeach Peppermint Junction (£3.020m);
- Lancaster House Improvement Works (£1.600m);
- Going to School Project to cover the initial licenses and implementation assistance to realise the functionality required to support school admissions, free school transport entitlement, free-school meals eligibility checking and governor support (£0.226m);
- Replacement IT system for case management of the Coroners' Service (£0.100m); and
- County Farms - Road Improvement Schemes (£0.057m) and works to meet Minimum Energy Efficiency Standards (MEES) (£0.076m).

Capital Financing

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

NET CAPITAL PROGRAMME FUNDING	
Source of Financing	£'000
Revenue Contributions to Capital	-850
Borrowing	-36,548
Use of Capital Grants Unapplied	-5,456
Use of Revenue Grants Reserves to Fund the Capital Programme	-1,655
Use of Other Reserves to Fund the Capital Programme	-786
TOTAL FUNDING	-45,295

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.

3.2 The proposed amendments to the 2017/18 revenue budget represents sound financial management in that the authority are funding allowable expenditure from the public health grant and it formally moves funding from this area to where additional expenditure has been incurred.

4. Legal Comments:

The Report sets out an update on spending compared with budgets for the financial year starting on 1 April 2017 to assist the Executive to monitor the financial performance of the Council.

Revenue Budget Change

Under paragraph B16 of the Council's Financial Regulations reallocations of budget between service headings in excess of £500,000 must be referred to the Executive for consideration and approved by full Council.

Reallocations of budget between service heading of £500,000 or less can be approved by the Executive.

Consideration of this proposal for the reallocation of £1.500m is therefore within the remit of the full Council on the basis of a recommendation from the Executive.

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.

Revenue Budget Change

Virements in excess of £0.500m require the approval of full Council, this report will allow this approval to be sought.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

Comments from the Overview and Scrutiny Management Board (25 January) will be verbally reported to the Executive.

d) Have Risks and Impact Analysis been carried out?

No/A

e) Risks and Impact Analysis

N/A

7. Background Papers

Document title	Where the document can be viewed
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:	Overview and Scrutiny Management Board
Date:	25 January 2018
Subject:	2018/19 Budget for Support Service Areas

Summary:

The report describes the budget proposals for the next two financial years based on the four year funding deal announced by Government and updated by the 2018/19 Provisional Local Government Finance Settlement. This report specifically looks at the budget implications for the following commissioning strategies:-

- How we do our business
- Enablers and support to council outcomes

The budget proposals are now open to consultation. Members of this committee have the opportunity to scrutinise them and make comment, prior to the Executive meeting on 6 February 2018.

Actions Required:

The Overview and Scrutiny Management Board is asked to consider this report and members of the committee are invited to make comments on the budget proposals. These will be considered by the Executive at its meeting on 6 February 2018.

1. Background

1.1 The Executive are currently consulting on a two year financial plan for revenue and capital budgets to take the Council to the end of the four year funding deal from government. This is the first time in four years the Council has been able to develop budget plans for more than the next financial year. The Council continues to face 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. Uncertainty around government funding beyond the four year funding deal (which runs from 2016/17 to 2019/20) means the Council doesn't consider it practicable, at present, to develop sustainable long term financial plans into the next decade.

1.2 In developing its two year 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. 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.

1.3 At its meeting on 19 December 2017 the Executive agreed proposals for the Council's revenue and capital budgets, and Council Tax level for 2018/19 to be put forward as a basis for consultation.

How We Do Our Business

1.4 Table A shows the proposed revenue budget changes for the commissioning strategy 'How We Do Our Business '.

TABLE A

Change of Previous Year	£'000
Original Budget	8,621
<u>Changes for 2018/19</u>	
Pay Inflation	66
Cost Pressures	0
Savings	-1,263
Proposed Budget 2018/19	7,424
<u>Changes for 2019/20</u>	
Pay Inflation	66
Cost Pressures	0
Savings	0
Proposed Budget 2019/20	7,491
Percentage Change	-13.1%

1.5 This strategy is proposing to make savings of £1.263m in 2018/19, there are no proposed savings for 2019/20. The large proportion of this saving is the removal of the budget required to conduct the County Council elections (£1.100m) which was added to the budget in 2017/18 as a one off pressure.

1.6 Other savings in this strategy include, the removal of the funding to pay the Local Government Association (LGA) subscription (£0.067m) as appropriate notice has been given to withdraw support to the LGA. A saving has been identified on the Finance Contract relating to a reduced volume of expected Adult Care payments processing (£0.050m) and from the flexible retirement of the County Finance Officer (£0.045m).

1.7 Table B shows the impact of these changes on the activities included within this commissioning strategy.

TABLE B

HOW WE DO OUR BUSINESS	Original budget	Changes 2018/19	Proposed Budget 2018/19	Changes 2019/20	Proposed Budget 2019/20	% Change
	£000	£000	£000	£000	£000	
1 Budget and Policy Framework - Finance & Audit Corporate Standards and Culture, Chief Executive	4,862	-50	4,812	45	4,857	-0.11%
2 Decision Making including Democratic Processes - Elections	531	-65	466	3	468	-11.78%
3 Decision Making including Democratic Processes	1,109	-1,100	9	0	9	-99.19%
4 Decision Making including Democratic Processes	2,119	19	2,137	19	2,156	1.78%
Total	8,621	-1,197	7,424	66	7,491	-13.11%

Enablers and Support to Council's Outcomes

1.8 Table C shows the proposed revenue budget changes for the commissioning strategy Enablers and Support to Council's Outcomes '.

TABLE C

Change of Previous Year	£'000
Original Budget	35,747
<u>Changes for 2018/19</u>	
Pay Inflation	214
Cost Pressures	5,305
Savings	-842
Proposed Budget 2018/19	40,424
<u>Changes for 2019/20</u>	
Pay Inflation	216
Cost Pressures	493
Savings	-15
Proposed Budget 2019/20	41,118
Percentage Change	15.0%

1.9 This strategy is proposing to make savings of £0.842m in 2018/19 and £0.015m in 2019/20. Within this strategy there are also proposed cost pressures of £5.305m in 2018/19 and £0.493m in 2019/20.

1.10 Property Strategy and Support are proposing a saving in 2018/19 (£0.482m) and 2019/20 (£0.015m) through the continued rationalisation of the Council's

property portfolio, a reduction in the general maintenance budget for Council owned travellers sites, removal of exit costs budget for facilities management and a reduction to the Council's dilapidations budget.

1.11 An element of the cost pressures for Property Strategy and Support relates to an increase in contract costs, which have a direct relationship to national living wage levels. There are proposed cost pressures of £0.309m in 2018/19 and £0.391m in 2019/20 to meet the Council's obligation to pay staff and some contractors the central government set national living wage. There are also cost pressures relating to increasing property rates and utility costs (£0.165m in 2018/19 and an additional £0.181m in 2019/20) and a one off pressure for concluding archaeological costs of West Deeping minerals site (£0.321m).

1.12 People Management activity is proposing to make savings of £0.360m in 2018/19. The proposed budget savings relate to a reduction in activity-led budgets to match the current levels of expenditure (£0.250m), and the legacy savings of the 2016/17 budget decisions to end the graduate programme for new entrants and cessation of the leadership management development programme (£0.110m).

1.13 There are cost pressures in 2018/19 within Strategic Communications relating to increasing costs of the Lincolnshire Show (£0.015m), the publication and delivery of County News (£0.040m) and the development of the Council's digital platform (£0.020m).

1.14 Information Management Technology (IMT) have cost pressures in 2018/19 of £4.436m and £0.200m in 2019/20. These pressures relate to increasing Open Text and other license costs (£1.388m); the requirement for a Data Protection Officer to ensure compliance with the General Data Protection Regulation (£0.048m); additional Technical Architect and Business Analyst posts (£0.200m) and the improvement of the technology enablers to improve the IMT supporting the Council's services (£3.000m).

1.15 Table D below shows the impact of these changes on the activities included within this commissioning strategy.

TABLE D

ENABLERS AND SUPPORT TO THE COUNCIL'S OUTCOMES	Original budget	Changes 2018/19	Proposed Budget 2018/19	Changes 2019/20	Proposed Budget 2019/20	% Change
	£000	£000	£000	£000	£000	
1 ICT Strategy and Support	11,161	4,451	15,611	215	15,827	41.81%
2 Property Strategy and Support - County Farms	-1,535	-31	-1,566	0	-1,566	2.01%
3 Property Strategy and Support - other	9,833	355	10,188	290	10,478	6.56%
4 People Strategy and Support	3,754	-353	3,401	8	3,408	-9.20%
5 Legal	-491	34	-457	34	-423	-13.81%
6 Commissioning	3,408	31	3,439	32	3,471	1.85%
7 Business Support	8,810	108	8,918	109	9,027	2.47%
8 Strategic Communications	808	81	889	6	896	10.86%
Total	35,747	4,677	40,424	694	41,118	15%

1.16 The budget proposals above assume inflation increases of 1% for pay for the next two financial years with some additional limited flexibility for awards in excess of that level.

County Council Capital Programme

1.17 The proposed capital programme matches the revenue budget and runs until 2019/20, plus major schemes which stretch into future years. Schemes comprise: a number of major highways schemes, the rolling programme of renewal and replacement of fire fleet vehicles, and the new rolling programmes to replace the gritters fleet and equipment and vehicles at the Waste Transfer Stations). The gross programme is set at £322.647m from 2018/19 onwards, with grants and contributions of £132.088m giving a net programme of £190.559m to be funded by the County Council.

1.18 Table E shows the proposed net capital programme for the 'Enablers and Support to Council's Outcomes' commissioning strategy. The net contributions relate mainly to the IMT Refresh, broadband and development programmes and Property rationalisation and maintenance (including County Farms).

TABLE E

Capital Programme	Net Programme 2018/19 £000's	Net Programme 2019/20 £000's
Enablers and Support to the Council's Outcomes	12,183	3,800

Further consultation

1.19 A consultation meeting with local business representatives, trade unions and other partners will take place on 26 January 2018.

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

1.21 All consultation comments and responses will be available to be considered when the Executive makes its final budget proposals on 6 February 2018.

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 2018/19 by 1.95% and in 2019/20 by 1.95%. The option to increase this element of the Council Tax to 2.95% for 2018/19 without triggering a referendum was made available by Government after the Executive considered their budget proposals as a basis of

consultation on the 19th December 2017. The Executive have now included the option of recommending the higher level of increase in the council tax for the next year as part of the on-going consultation exercise. Adult Care Premium is proposed to increase by 2.00% in 2018/19 and 2.00% in 2019/20. The budget proposals are based on a thorough and comprehensive review of the Council's services. They 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 6 February 2018.

Further risk and impact assessments will need to be undertaken on a service by service basis.

4. Background Papers

Document title	Where the document can be viewed
Council Budget 2018/19 - Executive Report 19 December 2017	Democratic Services, County Offices , Newland, Lincoln

This report was written by Michelle Grady, who can be contacted on 01522 553235 or Michelle.Grady@Lincolnshire.gov.uk .

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

Report to:	Overview and Scrutiny Management Board
Date:	25 January 2018
Subject:	Council Budget 2018/19

Summary:

The Executive, at its meeting on 19 December 2017, agreed the budget proposals described in the attached report (Appendix A). The Provisional Local Government Finance Settlement was released after the Executive meeting. The implications of the provisional settlement have been reviewed, details of this are set out in Appendix B to this report.

Actions Required:

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

1. Background

1.1 The Executive, at its meeting on 19 December 2017, agreed budget proposals for consultation. The report to Executive describes these in detail (**Appendix A**). The Provisional Local Government Settlement was released after the Executive meeting. The implications of the provisional settlement have been reviewed, details of this are set out in **Appendix B** to this report.

Further Consultation

1.2 In addition to the review of budget proposals by the Overview and Scrutiny Management Board 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 26 January 2018.

1.3 Consultation comments and responses will be available to be considered when the Executive makes its final budget proposals on 6 February 2018.

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 2018/19 by between 1.95% and 2.95%, 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 6 February 2018.

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 Paper: Council Budget 2018/19 (including: Appendix 1 Commissioning Strategy Glossary and Appendix 2 Scrutiny Committee Comments from the Budget Briefings held in December 2017)
Appendix B	Provisional LG Finance Settlement Note January 2018

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 2017/18	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.

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

Report to:	Executive
Date:	20 December 2017
Subject:	Council Budget 2018/19
Decision Reference:	I014285
Key decision?	Yes

Summary:

This report describes the Council's budget proposals for the next two financial years 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 2018/19 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 2018/19 and 2019/20 as a budget for internal and external consultation.

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

If the Council is not awarded a business rate pilot. The Executive are asked to delegate authority to the Leader to decide whether to go ahead with the proposed business rate pooling arrangement for 2018/19.

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 the seven Lincolnshire District Council's in light of the Provisional Local Government Finance 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% general council tax, plus a further 2.00% for the adult social care 'precept').

The Council has in place a memorandum of understanding with all seven of the Lincolnshire District Council's relating to pooling business rates 2018/19. 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 two year financial plan for revenue and capital budgets to take the Council to the end of the four year funding deal from government. This is the first time in four years the Council has been able to develop budget plans for more than the next financial year. The Council continues to face 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 some contractors the National Living Wage. Uncertainty around government funding beyond the four year funding deal (which runs from 2016/17 to 2019/20) means the Council doesn't consider it practicable, at present, to develop sustainable long term financial plans into the next decade.

1.2 In developing its two year 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 2018/19 and 2019/20 it is anticipated that this threshold would be a 2.00% increase for general council tax, 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% for general council tax, plus a further 2.00% for the social care 'precept') is proposed in each of the two years.

The Outlook Beyond 2019/20

1.5 The pre-June 2017 Government was engaged in a substantial exercise to rebase local government funding. That initiative was based on 100% localisation of business rates by 2020 together with a resetting of the funding baselines for all local authorities – this was known as the fair funding initiative. Legislation to deliver this initiative was progressing through Parliament at the time the June 2017 General Election was declared. That legislation fell by the way as Parliament was wound down and there was no replacement legislation in the Queens Speech which sets the legislative programme for the next two sessions of Parliament. However, subsequent communications from the Department for Communities and Local Government (DCLG) confirmed the department's commitment to work towards a new Local Government Finance Bill continuing towards giving local government greater control over their business rate income.

1.6 The basis of funding local authorities has not materially changed since the introduction of partial business rate localisation in 2013. It is widely accepted that both absolute and relative changes in demography and other key cost drivers means that the current distribution of resources is no longer a fair reflection of underlying need.

1.7 There are two distinct issues which need to be addressed. Firstly, the issue as to whether the total amount of funding allocated to local government is sufficient given increased service pressures coupled with ongoing reductions in government funding. Secondly, there is the case for an additional share of the national funding to be allocated to this Council.

1.8 At the July County Council this authority launched a campaign to lobby government to increase the funding coming to the sector and specifically requesting central government look at the distribution of funding to this County Council with a view to addressing past inequalities between authorities, and to address the relative allocations to reflect the needs of this area.

Provisional Local Government Settlement and Multi Year Settlement Funding

1.9 The Provisional Local Government Settlement for 2018/19 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 Multi Year Settlement (four year funding deal), confirmed by the Secretary of State for Communities and Local Government on 16 November 2016 and as set out in the Final Settlement for 2016/17 and 2017/18.

1.10 The Multi Year Funding Settlement provides 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 2018/19 and 2019/20 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

1.11 When comparing the level of Revenue Support Grant (RSG) received for 2017/18 to 2018/19, the Council has seen a reduction of £14.328m or 29.67% in funding between the two financial years. Taking this forward based on the four year funding deal there will be a reduction between 2018/19 and 2019/20 of £13.825m or 40.70%. Over the four year period there will be a reduction to RSG of 71.37%

1.12 Rural Services Delivery Grant of £4.281m for 2018/19 and £5.565m for 2019/20 has been awarded as part of the multi-year settlement. This is in recognition of the higher costs of providing services in rural areas.

Other Revenue Government Grants

1.13 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 £2.523m is estimated for 2018/19 and £2.421m for 2019/20 (actual £3.804m in 2017/18). This reflects the reduction to the number of payment years for the New Homes Bonus from five years for 2017/18 to four years from 2018/19. The grant is now also limited so Councils only receive money from the scheme for homes built above the 0.4% national housing growth baseline.

- Lead Local Flood authority grant has been confirmed for the next two years at £0.118m for 2018/19 and £0.125m in 2019/20.
- Special Education Needs and Disability (SEND) grant award has been announced nationally. It is estimated that the County Council will receive £0.386m in 2018/19. This is £0.146m less than the award for 2017/18;
- It is assumed that the following grants will continue at the same level for the next two financial years:
 - Inshore Fisheries Conservation Authorities from the Department for Environment, Food and Rural Affairs of £0.128m; and
 - Extended Rights to Free Travel from the Department for Education of £0.632m.
- It is assumed that the Independent Living Fund will continue for the next two years but at a reduced rate: £1.584m in 2018/19 and £1.505m in 2019/20.

1.14 The Public Health Grant will continue as a separate ring-fenced grant for the next two financial years. Notional allocations from government indicate that the grant will reduce by 2.60% in both finance years in cash terms. On this basis it is estimated that the Public Health Grant will be £32.662m for 2018/19 and £31.799m for 2019/20.

1.15 Better Care Fund comes to the County Council in three streams. An element from the Lincolnshire Clinical Commissioning Groups (CCGs) and two grants coming directly to the Council from central government known as Improved Better Care Fund and the (Supplementary) Improved Better Care Fund. These funding streams combined will provide the Council with £40.044m in 2018/19 and £46.343m in 2019/20 to fund Adult Care Services. Further details on its utilisation are set out below in the Adult Care and Community Wellbeing comments (paragraph 1.46 to 1.66).

Council Tax

1.16 It is proposed that Council Tax will be increased by 3.95% in both 2018/19 and 2019/20. It is anticipated that the Secretary of State will announce that the Government's referendum threshold will remain at 2.00% for general Council Tax. The Local Government Finance Settlement for 2017/18 allowed authorities with adult social care responsibilities to increase their Council Tax by up to 6.00% over a three year period from 2017/18 to 2019/20. In 2017/18 this authority chose to increase the adult social care element by 2.00%. It is now proposed to increase the 2018/19 and 2019/20 adult social care are element of the precept by 2.00%. It is estimated that an increase of 3.95% will generate additional income of £10.338m in 2018/19 and £10.746m in 2019/20.

1.17 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 2018. In the previous financial year the growth in

the Council Tax base across the whole County was 1.44%. If there is growth at a similar level in the next two financial years this will generate additional income of £3.918m in 2018/19 and £4.131m in 2019/20. The council tax collection fund surplus in 2017/18 was £3.156m. Therefore the Council could receive additional income from this announcement of over £7.0m in 2018/19. The final information on base growth and the surplus/deficit on the council tax collection fund will be reported to the Executive at its meeting on 6 February 2018, together with the funding this will generate for the County Council.

1.18 An Equality Impact Analysis will be completed for the proposed increase in Council Tax. This will be reported back to the Executive at its meeting on 6 February 2018.

Business Rates

1.19 The multi-year settlement deal estimated the business rates receivable over the four year period to 2019/20. This estimated income from business rates to be £107.441m in 2018/19 and £111.263m in 2019/20. This is made up of two elements, an amount actually collected by the seven District Council's in Lincolnshire and a top up grant from Central Government as the total business rates collected in Lincolnshire are not sufficient to cover local authority spending in the area. In 2018/19 this is split as: £19.557m collected locally and £87.884m top up from central government.

1.20 Comparing business rates funding received for 2018/19 to 2017/18, the Council has seen an increase of £2.513m or 2.39% in Business Rates funding between the two financial years. The growth between 2019/20 and 2018/19 is £3.822m or 3.56%.

1.21 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 2018. In 2017/18 this was a deficit of £0.967m for the County Council. This will be reported to the Executive at its meeting on 6 February 2018. 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.

1.22 In addition to the above business rates funding in previous financial years the Council received section 31 grant as compensation of central government RPI cap and relief's offered to small and rural businesses. It is 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 2017/18 was £2.753m). This will be built into the budget assumptions reported to the Executive at its meeting on 6 February 2018.

Business Rates Pooling and Pilot Bids 2018/19

1.23 The County Council has made two bids to government. The first is for a Business Rates Pilot for the 100% retention of business rates scheme. If this bid is

not successful the County Council have a bid to continue with Business Rates Pooling in 2018/19. At the time of preparing this budget paper the Council is still awaiting notification from government regarding pilot bids.

1.24 The Business Rates Pilot bid is made with the seven Lincolnshire District Council's and North Lincolnshire Council. This is the second year that government has asked local authorities to put forward pilot bids to trial the new regime. Initial calculations indicate the potential gain from this arrangement could be an additional £14.0m income to the Pilot area. This additional funding is proposed to be split, 40% to the County Council, 60% to the Lincolnshire District Councils and North Lincolnshire would see their local share increase from 49% to 99%. The bid to government includes details of proposed schemes to be funded, for this authority additional monies would be channelled to cover two distinct areas of spending: pressures already identified in Children's Social Care and to fund highways advanced design work to develop the county's infrastructure and encourage economic growth.

1.25 If the pilot bid is not successful the Council are proposing a pooling arrangement for 2018/19 including the County Council plus all seven of the Lincolnshire Districts Council's. Initial calculations show the County Council could benefit by some £1.600m from being in the pool (current projections for 2017/18 indicate that the County Council is likely to benefit by £1.543m in this financial year from this arrangement).

1.26 Following notification from government the additional income from either a successful pilot bid or pooling arrangement will be built into the Council's budget.

The Council's Overall Revenue Budget

1.27 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	2018/19	2019/20
	£m	£m
EXPENDITURE:		
Base Budget	454.775	453.931
Cost Pressures (<i>including inflation</i>)	26.888	33.314
Savings	-23.048	-10.594
Other Movements (PH Grant & BCF Grant)	-4.684	-5.437
Total Expenditure	453.931	471.214
Use of Reserves	-30.875	-46.456
Transfer to the General Fund	0.050	0.200
Budget Requirement	423.106	424.958
INCOME:		
Local Retention of Business Rates	107.441	111.263
Revenue Support Grant	33.964	20.139
Other Grants	9.652	10.761
County Precept	272.049	282.795
Total Income	423.106	424.958

1.28 The Council proposes to allocate £1.684m of resources in 2018/19 and £1.384m in 2019/20 to fund pay inflation. In 2018/19 this provides an allowance of 3.0% for firefighters, plus 1.0% for all employment groups and in 2019/20 1.0% for all employment groups. Details on all other cost pressures and savings included within the Council's budget for 2018/19 and 2019/20 are set out in the Commissioning Strategy narratives below.

1.29 The Council's current budget proposals include use of reserves of £30.875m (£23.375m from the Financial Volatility Reserve and £7.500m from Adult Care Reserves to cover Adult Care service costs) in 2018/19 and £46.456m (£38.956m from the Financial Volatility Reserve and £7.500m from Adult Care Reserves) in 2019/20 to balance the 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

1.30 Revenue budgets for 2018/19 and 2019/20 are shown in **TABLE 3** below together with the actual comparison for 2017/18. The Council services are delivered on the Commissioning Model and as such the budgets are presented on this basis. **Appendix A** to this report provides further details of the services undertaken in each Commissioning Strategy.

TABLE 3: Net Service Revenue Budget 2018/19 and 2019/20

Commissioning Strategy Revenue Budgets	2017/18	2018/19	2019/20
	£m	£m	£m
Readiness for School	4.949	4.766	4.778
Learn & Achieve	33.183	33.857	34.691
Readiness for Adult Life	5.047	6.733	6.780
Children are Safe & Healthy	62.757	65.441	66.937
Adult Safeguarding	4.146	4.167	4.189
Adult Frailty, Long Term Conditions & Physical Disability	120.296	120.598	122.123
Carers	2.304	2.464	2.389
Adult Specialities	62.114	65.510	68.259
Wellbeing	27.131	27.152	26.992
Community Resilience & Assets	9.996	10.082	10.137
Sustaining & Developing Prosperity Through Infrastructure	40.220	40.654	40.119
Protecting & Sustaining the Environment	25.077	24.869	25.141
Sustaining & Growing Business & the Economy	1.274	1.291	1.308
Protecting the Public	22.441	22.921	23.107
How We Do Our Business	8.621	7.424	7.491
Enablers & Support to Council Outcomes	35.747	40.424	41.118
Public Health Grant Income	-33.524	-32.662	-31.799
Better Care Funding	-34.497	-40.044	-46.343
Other Budgets	60.169	50.960	66.473
Schools Block	391.879	406.287	406.287
High Needs Block	79.688	81.265	81.265
Central School Services Block	4.109	4.179	4.179
Early Years Block	36.698	36.886	36.886
Dedicated Schools Grant	-515.050	-531.293	-531.293
Total Net Expenditure	454.775	453.931	471.214
Transfer to/from Earmarked Reserves	-17.870	-30.875	-46.456
Transfer to/from General Reserves	-0.100	0.050	0.200
Budget Requirement	436.805	423.106	424.958

Children's Services

1.31 Children's Services commissioning strategies include: Readiness for School, Learn and Achieve, Readiness for Adult Life and Children are Safe and Healthy.

1.32 **Readiness for School** strategy is proposing to make savings of £0.196m in 2018/19. There are no savings proposed for 2019/20. The proposed reduction of £0.196m provides the full year effect of the cost savings from the 2017/18 budget decision to commission a new model of delivery based on a single Early Year's Service. The new model of delivery was implemented in July 2017 and combined elements of the Locality Services and Early Years activities in Children's Centre Communities.

1.33 The initial budget proposals for 2016/17 included savings linked to tier three children's centres (£0.421m). At the County Council meeting in February 2016 it was agreed that no saving would be made in this area in 2016/17 and 2017/18. The Council has reconsidered delivering savings in tier three children's centres and is still not proposing any savings in this area in the next two financial years (2018/19 and 2019/20).

1.34 **Learn and Achieve** strategy is proposing to make savings of £0.146m in 2018/19. There are no savings proposed for 2019/20. Within this strategy there are also proposed cost pressures of £0.736m in 2018/19 and £0.749m in 2019/20.

1.35 The proposed reduction of £0.146m relates to the estimated reduction in funding from the government for the Special Education Needs and Disability (SEND) Reform Grant from £0.532m in 2017/18 to £0.386m in 2018/19. The grant funding was to recognise the programmes of change underway in the area of SEND to streamline the system of SEN assessment, support and provision for children and young people 0-25, bringing together the provisions of a variety of Acts covering education, health and care as well as introducing new provisions, statutory implementation of associated duties, regulations and a new SEND Code of Practice. These changes have had a significant impact on the service with a 52% increase (or 247) in pupil assessment compared to the year before implementation (2013/14).

1.36 Within this strategy there are also proposed cost pressures for Home to School/College Transport of £0.736m in 2018/19 and £0.749m in 2019/20. The government's pledge to deliver living wage rises to £9 per hour by 2020 through a continued annual increase from the current rate of £7.50 per hour will have a financial impact on the Home to School/College Transport budget.

1.37 The Home to School/College Transport is a challenging and volatile budget with unfavourable economic conditions, and changing legislation (incorporation new guidelines relating to safety, Disability Discrimination Act (DDA) passenger access and ERO6 emissions standards by 2020), and the impact of school reorganisations. The budget therefore remains a financial risk to the Council.

1.38 **Readiness for Adult Life** strategy is not proposing to make any savings. Within this strategy there is a proposed cost pressure of £1.641m in 2018/19. The cost pressure relates to the Local Authority's legal duty to provide supported accommodation for homeless young people over 16 years. This is due in part to case law, referred to the Southwark judgement, and the complex needs of this age group where parents are refusing to continue to provide care for them and also due to care leavers. The complexity of an individual's needs and an increase in demand has contributed to this pressure.

1.39 A transformational group was established to consider ways of controlling the level of demand through more suitable and cost effective provision to best meet the needs of the young people. Measures are being implemented, however the budget pressure is to align the budget to anticipated demand and recommended commissioning arrangements.

1.40 **Children are Safe and Healthy** strategy is proposing to make savings of £0.200m in 2018/19. Within this strategy there are also proposed cost pressures of £2.585m in 2018/19 and £1.194m in 2019/20. The proposed reduction of £0.200m in 2018/19 relates to a fall in insurance premiums costs for Children's Services considering historic activity of numbers and value of claims.

1.41 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 future years based on the growth trends on the number of looked after children placements and Special Guardianships Orders.

1.42 The national increase in looked after children is currently considered by the sector to be at 8% due to a number of reasons, for example case law, the impact of austerity, and the increasing complex nature of family life as a result of substance use, mental health and domestic abuse. Growth of 5% in looked after children has been forecast locally, which identifies a proposed budget pressure of £0.887m in 2018/19, and a further budget pressure of £0.948m in 2019/20.

1.43 The increasingly complex needs looked after children have, has resulted in a higher demand for out of county specialist placements also. The proposed budget pressure of £1.264m in 2018/19 is to rebase the budget to anticipated demand levels (24 placements), and the service is optimistic that they can take measures to contain costs in this area. Lincolnshire remains one of the most successful Local Authorities in providing value for money as evidenced in the CIPFA benchmarking report due to the high percentage of looked after children managed through internal foster carers, which is forecast to continue.

1.44 Special Guardianship Orders (SGOs) are increasingly being seen by the Courts as an important option for permanency for children who need to be removed from their birth parents which is endorsed by officers. The Local Authority is however required to fund SGOs (subject to means testing) so whereas we would once have seen children adopted, we are seeing increased SGO's which must be funded until the child reaches the age of 18 years. The expected increases are based on average numbers of SGO's being granted per month, which identifies a proposed budget pressure of £0.434m in 2018/19, and a further budget pressure of £0.246m in 2019/20.

1.45 The government's direction of travel appears to be placing additional responsibilities onto Local Authorities, however the financial implications to the authority are unclear presently.

Adult Care and Community Wellbeing

1.46 There are five Commissioning Strategies led by Adult Care and Community Wellbeing (AC&CW), these are: Adult Frailty and Long Term Conditions, Specialist Adult Services, Carers, Safeguarding Adults and Wellbeing.

1.47 The Adult Care budget is set in the context of increasing demographic 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 and 'sleep-in' rates. The council is currently in the process of reviewing fees which will have an impact for the next three years with the challenge of ensuring that the financial impact of any increases are set within the available budget and remove the risk of the Council having to use its own budget.

1.48 The Lincolnshire Better Care Fund (BCF) is a framework agreement between Lincolnshire County Council and the Lincolnshire Clinical Commissioning Groups (CCGs) and looks to pool funds from those organisations to help support the national and local objective of closer integration between the Council and the CCGs. The total pooled amount in 2017/18 was £226m which includes £54.817m that was allocated to the Lincolnshire BCF from the Department of Health. In 2018/19 the total pooled fund will be in the region of £235m with £56.165m being the national allocation to the Lincolnshire BCF. Allocations for 2019/20 are still to be determined although it is anticipated they will be of a similar value to 2018/19.

1.49 Lincolnshire's fund is one of the largest in the country and includes pooled budgets for Learning Disabilities, Children and Adolescence Mental Health Services (CAMHS) and Community Equipment plus 'aligned' Mental Health funds from the County Council and the four Clinical Commissioning Groups (CCGs).

1.50 In addition to the continuation of existing pooled funds, there are a number of other funding streams, these increases result from:

- Inflationary increases in CCG funding and as a result in the CCG funding for the Protection of Adult Care Services;
- The addition of the iBCF funding that was announced in the Chancellor's November 2015 budget totalling £42.126m over three years (£14.249m in 2018/19 and £25.771m in 2019/20); and
- The announcement of iBCF supplementary funding in the Chancellor's March 2017 budget. This provides an additional £28.985m in three years (£9.607m in 2018/19 and £4.111m in 2019/20)

1.51 There is a requirement to ensure that the funding has a positive impact on performance in the areas of Delayed Transfers of Care and Non-Elective Admissions. This has been reflected in our plans with NHS colleagues and thus in the two year BCF Plan.

1.52 The resulting Narrative Plan and the related Planning Templates for the two years 2017-2019 were submitted to NHS England on in September 2017 and approved without conditions on 30 October 2017.

1.53 Work continues between the Council and the Lincolnshire CCG's ('The Partners') to agree the overarching Framework Agreement. This agreement out the terms on which the Partners have agreed to collaborate and to establish a framework through which the Partners can secure the future position of health and social care services over the two years that the plan is in place.

1.54 The increasing strategic importance of the BCF has meant that the impact to AC&CW now has to be reflected in service finances, with a detailed exercise undertaken over the summer and autumn months to incorporate all schemes funded via the BCF into the AC&CW budget. This reflects the fact that BCF has a growing influence on how AC&CW pressures are funded in the Council with it being the only means in which the vast majority of pressures identified below will be funded over this budgeting period.

1.55 The **Adult Safeguarding** strategy is proposing to make savings of £1.000m related to Deprivation of Liberty Safeguards in 2019/20 (there are no savings proposed for 2018/19). Within this strategy there are also proposed cost pressures of £0.006m in 2018/19 and £1.006m in 2019/20.

1.56 The recent increase in investment within this strategy is as a direct result of the Cheshire West ruling in March 2014 with regards to Deprivation of Liberty Safeguards (DoLs). The assumption has always been that secondary legislation would be passed that would significantly mitigate the impact of the ruling from 2019/20 onwards, however the impact of the recent General Election has meant that such legislation is now less likely to be implemented quickly and as such it is prudent to assume that current levels of activity will now continue beyond 2019/20.

1.57 The **Adult Frailty and Long Term Conditions** strategy is proposing to make savings of £6.471m in 2018/19 and £5.007m in 2019/20. Within this strategy there are also proposed cost pressures of £6.639m in 2018/19 and £6.397m in 2019/20.

1.58 Of the total savings identified in 2018/19 £5.398mm reflect the removal of non-recurrent schemes funded via the BCF in 2017/18 and to reflect a reduction in the minimum expected CCG BCF contribution. The remaining £1.073m is a result of increased income derived from increases in service user contributions (£0.853m) and the removal of unallocated budgets (£0.220m).

1.59 2019/20 savings also relate to the removal of non-recurrent schemes funded via the BCF in 2018/19 (£4.635m) and increases in income derived from increases in service user contributions (£0.372m)

1.60 Cost pressures funded in 2018/19 and 2019/20 relate to increased demographic growth and additional pressure on provider unit costs brought about by increases in the National Living Wage, largely impacting upon residential and community based services.

1.61 The **Carers** strategy is proposing to make savings of £0.415m in 2018/19 and £0.075m in 2019/20. Within this strategy there are also proposed cost pressures of £0.575m in 2018/19. Both result from additional non recurrent BCF funding and then the subsequent withdrawal of those funds in the following year.

1.62 The **Adult Specialities** strategy is proposing to make savings of £0.647m in 2018/19 and £2.656m in 2019/20. Within this strategy there are also proposed cost pressures of £3.994m in 2018/19 and £5.354m in 2019/20.

1.63 Of the total savings identified in 2018/19 £0.547m is a result of increased income derived from increases in service user contributions (£0.227m) and the removal of one off BCF funds (£0.320m). £0.100m relates to reduction in waking nights and sleep in costs via the increased use of assistive technology in service users homes.

1.64 Pressures funded in 2018/19 and 2019/20 relate to increased demographic growth and additional pressure on provider unit costs brought about by raises in the National Living Wage for residential and community based services.

1.65 An element of the cost pressures for the Adult Frailties and Adult Specialities strategies relates to an increase in contract costs for Social Care Transport services, which have a direct relationship to national living wage levels. There are proposed cost pressures of £0.075m in both financial years to meet the Council's obligation to pay staff and some contractors the central government set national living wage.

1.66 The **Wellbeing** strategy is proposing to make savings of £0.181m in 2019/20 (there are no savings proposed for 2018/19). Savings identified in 2019/20 are based on assumed savings following a proposed redesign and procurement of Housing related support services.

Environment and Economy

1.67 Environment and Economy commissioning strategies include: Community Resilience and Assets, Sustaining and Developing Prosperity Through Infrastructure, Protecting and Sustaining the Environment and Sustaining and Growing Business and the Economy.

1.68 **Community Resilience and Assets** within this strategy there are proposed cost pressures of £0.073 in 2018/19 which relate to on-going commitments within the Library service (£0.012m) and a pressure with the Chance to Share agreement with North Kesteven District Council (this SLA is due to finish in March 2021). Cost pressures of £0.042m in 2019/20 will meet committed inflationary increases in the Library Service contract.

1.69 The approved model of delivery for the Library Service agreed to support Community Groups with an annual revenue grant for period of four years. The Council is not proposing to remove the funding for the Community Hubs as a saving.

1.70 **Sustaining and Developing Prosperity Through Infrastructure** strategy is proposing to make savings of £0.186m in 2018/19 and £1.019m in 2019/20. Within this strategy there are also proposed cost pressures of £0.450m in 2018/19 and £0.312m in 2019/20.

1.71 Due to the Department for Transport re-designation of Lincoln as a 'PTE like' area, there is an expected increase in the cost of concessionary fares of £0.100m in 2018/19 rising by £0.045m in 2019/20 to give a full year effect. There is a proposed saving of £0.060m in 2018/19 from the removal of temporary funding supporting the Lincoln to Nottingham Rail Service.

1.72 An element of the cost pressures for this strategy (mainly within the Transport activity) relates to an increase in contract costs, which have a direct relationship to national living wage levels. There are proposed cost pressures of £0.250m in 2018/19 and £0.267m in 2019/20 to meet the Council's obligation to pay staff and some contractors the central government set national living wage.

1.73 It is proposed to fund a cost pressure of increased rates costs on revalued Heritage sites (£0.100m). The Heritage service is moving towards a self-financing model of delivery and this increase of rates costs, will in turn increase the expected savings from the service which have been included in the budget proposals for 2019/20 (£1.019m)

1.74 Winter maintenance vehicles are currently supplied under a lease arrangement. As these leases expire, there is a proposal to move to a capital purchase of these vehicles. This proposed saving in 2018/19 (£0.126m) for four vehicles is reliant upon the approval of the appropriate capital programme spend which is included in these budget proposals. Further budget savings can be realised in line with further lease expiry dates, the majority of which are in 2020 and beyond.

1.75 As part of the initial budget proposals for 2016/17 a potential saving of £2.235m was identified by removing bus subsidies and the saving was profiled as £1.200m in 2016/17 and £1.035m in 2017/18. When the Executive made its budget proposals for the 2016/17 year, the saving of £1.200m for bus subsidies was included. At this time, it was highlighted that the delivery of this saving, was likely to result in a cost shunt to Children's Services of an estimated £0.750m as provision would need to be made for school children travelling on public service routes. At the County Council meeting in February 2016 it was agreed to defer the saving of £1.200m and the subsequent £1.035m for two years. The Council has reconsidered delivering savings on bus subsidies and is still not proposing any savings in this area in the next two financial years (2018/19 and 2019/20).

1.76 **Protecting and Sustaining the Environment** strategy is proposing to make savings of £0.518m in 2018/19 and £0.041m in 2019/20. In 2018/19, these savings are proposed to be delivered from; removing the one-off funded cost pressure required due to the delay in developing the new Boston Household Waste Recycling Centre (£0.300m); reduction in business rates costs relating to waste sites (£0.050m), and a reduction in funding for the natural and built environment partnership grants and projects (£0.045m).

1.77 Like the winter maintenance vehicles, the JCB's used in the waste transfer stations are also currently supplied under a lease arrangement. As these leases expire there is a proposal to move to a capital purchase to replace them. The savings generated in 2018/19 (£0.123m) and in 2019/20 (£0.041m) are reliant upon the approval of the appropriate capital programme spend which is included in these budget proposals.

1.78 Within this strategy there are also cost pressures of £0.270m in 2018/19 and £0.272m in 2019/20. These pressures relate wholly to waste disposal costs in the increase in volumes of waste being collected for disposal and the inflationary increases of the waste management contract.

1.79 **Sustaining and Growing Business and the Economy** there are no savings or cost pressures for 2018/19 and 2019/20.

Finance and Public Protection

1.80 Finance and Public Protection commissioning strategies include: Protecting the Public, How We Do Our Business and Enablers and Support to Council's Outcomes.

1.81 **Protecting the Public** strategy is proposing to make savings of £0.114m in 2018/19 and £0.100m in 2019/20. In 2018/19 this saving is proposed from the Fire and Rescue Service, by withdrawing funding for the Group Manager post supporting the Blue Light project, and reducing the use of 'bank' operational staff to support Retained Duty System availability. In 2019/20 the saving is to recognise the new model of delivery for the Coroners Service (£0.100m)

1.82 Within this strategy there are also proposed cost pressures of £0.085m in 2018/19 within the Fire and Rescue Service relating to increased rates costs of fire stations and in 2019/20 for Emergency Services Network costs (£0.029m). There are also cost pressures in 2019/20 within Trading Standards relating to the increased costs of product safety testing (£0.020m) and safeguarding checks required for scams on vulnerable victims (£0.040m).

1.83 **How we do our Business** strategy is proposing to make savings of £1.263m in 2018/19, there are no proposed savings for 2019/20. The large proportion of this saving is the removal of the budget required to conduct the County Council elections (£1.100m) which was added to the budget in 2017/18 as a one off pressure.

1.84 Other savings in this strategy include, the removal of the funding to pay the Local Government Association (LGA) subscription (£0.067m) as appropriate notice has been given to withdraw support to the LGA. A saving has been identified on the Finance Contract relating to a reduced volume of expected Adult Care payments processing (£0.050m) and from the flexible retirement of the County Finance Officer (£0.045m).

1.85 **Enablers and Support to Council's Outcomes** strategy is proposing to make savings of £0.842m in 2018/19 and £0.015m in 2019/20. Within this strategy there are also proposed cost pressures of £5.305m in 2018/19 and £0.493m in 2019/20.

1.86 Property Strategy and Support are proposing a saving in 2018/19 of £0.482m and 2019/20 of £0.015m through the continued rationalisation of the Council's property portfolio, a reduction in the general maintenance budget for Council owned travellers sites, removal of exit costs budget for facilities management and a reduction to the Council's dilapidations budget.

1.87 An element of the cost pressures for Property Strategy and Support relates to an increase in contract costs, which have a direct relationship to national living wage levels. There are proposed cost pressures of £0.309m in 2018/19 and £0.391m in 2019/20 to meet the Council's obligation to pay staff and some contractors the central government set national living wage. There are also cost pressures relating to increasing property rates and utility costs (£0.165m in 2018/19 and an additional £0.181m in 2019/20) and a one off pressure for concluding archaeological costs of West Deeping minerals site (£0.321m).

1.88 People Management activity is proposing to make savings of £0.360m in 2018/19. The proposed budget savings relate to a reduction in activity-led budgets to match the current levels of expenditure (£0.250m), and the legacy savings of the 2016/17 budget decisions to end the graduate programme for new entrants and cessation of the leadership management development programme (£0.110m).

1.89 There are cost pressures in 2018/19 within Strategic Communications relating to increasing costs of the Lincolnshire Show (£0.015m), the publication and delivery of County News (£0.040m) and the development of the Council's digital platform (£0.020m).

1.90 Information Management Technology (IMT) have cost pressures in 2018/19 of £4.436m and £0.200m in 2019/20. These pressures relate to increasing Open Text and other license costs (£1.388m); the requirement for a Data Protection Officer to ensure compliance with the General Data Protection Regulation (£0.048m); additional Technical Architect and Business Analyst posts (£0.200m) and the improvement of the technology enablers to improve the IMT supporting the Council's services (£3.000m).

Schools

1.91 The Schools Budget is funded via the Dedicated Schools Grant (DSG). In 2018/19, the DSG will comprise of four blocks: schools, central school services, high needs, and early years block. Each of the four blocks of the DSG will be determined by a separate national funding formula.

1.92 Lincolnshire's DSG indicative allocation for 2018/19 is £531.293m, 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.

1.93 The government is to implement a national funding formula in 2018/19 to ensure a fairer settlement for each school. The government however plan to transition to the national funding formula through a 'soft' approach in 2018/19 and 2019/20, whereby Local Authorities will continue to be responsible for calculating schools' funding allocations.

1.94 For 2018/19, the Schools block that is used for the purposes of funding all mainstream schools budget shares will be determined by aggregating the schools' notional allocations under the national funding formula determined by the government. Through the introduction of the national funding formula the government has provided additional investment in 2018/19 and 2019/20. This will ensure all schools notional allocations will receive at least 0.5% per pupil increase in 2018/19 and at least 1% per pupil by 2019/20 in respect of all schools compared to their 2017/18 baselines, and gains of up to 3% per-pupil in 2018/19, and then up to a further 3% in 2019/20 depending on each schools' circumstance.

1.95 Local Authorities are encouraged to move towards the national funding formula so that schools' allocations are on a sensible trajectory towards the move to a 'hard' national funding formula from 2020/21. Lincolnshire schools overall are gaining through the introduction of the national funding formula compared to the government's historic funding that was used for the current local funding formula. A consultation exercise has taken place with schools on the proposed 2018/19 funding formula (ending 22 November 2017), and this will be considered by committee and Schools Forum before approval by the Executive Councillor in early January 2018.

1.96 The government is also moving to a basis for distributing funding to Local Authorities for children and young people with high needs, taking into account an up-to-date assessment of the level of need in each area as opposed to funding on the basis of historic spending. Local Authorities will be protected under the formula by seeing a minimum increase of 0.5% per head in 2018/19 and 1% per head in 2019/20, on their planned high needs spending levels from their 2017/18 DSG.

1.97 Lincolnshire's pupil premium indicative allocation for 2018/19 is £29.368m. Pupil premium funding nationally is at £2.399 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 and Skills Funding Agency will continue to allocate pupil premium for academy schools, so the grant will be reduced accordingly. However, this has no financial risk to the Council. Publication of 2018/19 allocations will be released in year.

Other Budgets

1.98 Other Budgets includes: Capital Financing Charges, Other Budgets and Contingency budgets.

1.99 **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 1.106 to 1.110). The revenue implications of the capital programme are estimated to cost the Council £41.626m in 2018/19 and £47.967m in 2019/20. The overall affordability of the capital programme has been reviewed to ensure the impact on the revenue budget remain affordable. The Council is also budgeting for £1.000m of receipts from investment of cash balances in 2018/19 and £1.500m in 2019/20.

1.100 The Council also proposes the following savings from **other budgets**:

- A reduction of £8.240m to £0.500m per annum is proposed in relation to National Living Wage. This is following allocation of budgets to the various strategies to meet the Council's obligation to pay staff and some contractors the central government set national living wage;
- A reduction of £0.500m to the Council's redundancy budget to £1.500m for both financial years. This budget funds any redundancies arising from the Council reshaping services;
- The creation of a £0.400m income budget in both 2018/19 and 2019/20 to reflect the Council's estimated dividend from its investment in ESPO; and
- A reduction of £2.054m in 2018/19 on employers pensions secondary payment to pension fund to £5.503m to reflect the advice from the actuary, Hymans Robertson, upon receipt of additional schools pensionable payroll information. This budget will then see an increase of £1.007m in 2019/20 to take the budget for that year to £6.510m.

1.101 The following cost pressures are proposed within **other budgets**:

- Creation of £1.200m budget in 2018/19 and a further £0.600m in 2019/20 to cover further pay inflationary increases which may arise in the event that the central government remove pay cap; and
- Two small increases to the Apprentice Levy Budget (£0.006m in both financial years) and to the Eastern Inshore Fisheries and Conservation Association (EIFCA) precept budget (£0.002m in 2018/19 and £0.059m in 2019/20).

1.102 The Council's **contingency budget** for 2018/19 and 2019/20 will remain at £3.000m. This budget is available to fund any pressures which arise during the financial year.

1.103 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.

1.104 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 2018/19. Details of the schemes to be funded and the Council's updated Efficiency Plan will be presented to Executive at its meeting on 6 February 2018.

Reserves

1.105 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 2017 the balance stood at £15.300m. General reserves, at 31 March 2018, are estimated to be £14.800m which is 3.5%. To maintain the Council's general fund balance at 3.5% at 31 March 2019 requires a balance of £14.850m. In 2018/19, this will require an additional £0.050m to be added into the general fund to maintain this level. To continue to maintain the general fund balance at 3.5% at 31 March 2020 a balance of £15.050m is needed, which will require a transfer of £0.200m into the general fund in 2019/20.

Capital Programme

1.106 The proposed capital programme matches the revenue budget and runs until 2019/20, plus major schemes which stretch into future years. Schemes comprise: a number of major highways schemes, the rolling programme of renewal and replacement of fire fleet vehicles, and the new rolling programmes to replace the gritters fleet and equipment and vehicles at the Waste Transfer Stations. The gross programme is set at £322.647m from 2018/19 onwards, with grants and contributions of £132.088m giving a net programme of £190.559m to be funded by the County Council.

1.107 The overall capital programme and its funding are shown in **TABLE 4** over page.

TABLE 4: Summary Capital Programme 2017/18 plus future year's commitments.

	2017/18 £m	2018/19 £m	2019/20 £m	Future Years £m
Gross Capital Programme	141.871	158.688	106.313	57.646
Less: Grants and Contributions	-96.576	-74.012	-29.038	-29.038
Net Programme Funded by LCC	45.295	84.676	77.275	28.608
Funded By:				
Revenue Funding	0.850	0.600	0.600	0.000
Borrowing	36.548	84.076	76.675	28.608
Use of Capital Grants Unapplied	5.456	0.000	0.000	0.000
Use of Revenue Grant Reserves	1.655	0.000	0.000	0.000
Use of Other Earmarked Reserves	0.786	0.000	0.000	0.000
Total Funding by LCC	45.295	84.676	77.275	28.608

1.108 The following additions have been made to the net capital programme in 2018/19 and 2019/20 as part of the budget setting process:

- Developments Capital Contingency budgets of £7.500m for both years, to fund any emerging schemes identified in these financial years;
- The maintenance of existing property assets and essential property works linked to Asbestos, work place regulations and disabled access: £3.200m in both years;
- The ICT infrastructure and IT refresh programme: £0.600m in both years;
- A new rolling programme to replace the gritters fleet following decision to purchase these vehicles: £0.420m in 2018/19 and £5.088m spread over 8 years from 2020/21; and
- A new rolling programme for the replacement of equipment and vehicles which operate at the Waste Transfer Station: £0.441m in 2018/19, £0.138m in 2019/20 and £0.957m spread over 6 years from 2020/21.

1.109 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 for 2018/19, 2019/20 and future years:

- An indicative award of £24.995m per annum for three years, 2018/19 to 2020/21, Highways Asset Protection Maintenance Block;
- An indicative three year award for Integrated Transport Grant of £3.312m per annum from 2018/19 to 2020/21;

- An award of £2.000m in 2018/19 from the National Productivity Investment Fund. This is for the A46 Lincoln Road, Welton, Lincoln scheme, which will convert the priority "T" junction to a roundabout to cater for extra traffic from proposed local housing developments; and
- The second year award for Provision of Schools Place Basic Need Grant £11.026m in 2018/19. This will allow the Council to plan strategically for the places needed in schools;
- A new three year award of Special Provision Fund allocations £0.771m per annum from 2018/19 to 2020/21, total of £2.314m. This will allow the Council to make capital investments in provision for pupils with special education needs and disabilities. This can be invested in new places and improvements to facilities for pupils with education, health and care (EHC) plans in mainstream and special schools, nurseries, colleges and other provision.

1.110 The Council funds the net capital programme primarily from borrowing £84.076m in 2018/19, £76.675m in 2019/20, and revenue contribution of £0.600m for both years.

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

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.

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.

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 including the public sector equality duty.

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 £31.083m after use to balance the 2018/19 budget and £14.641m after use to balance the 2019/20 budget) and the annual Contingency

budget of £3.000m for 2018/19 and 2019/20, for when additional funding cannot be found by way of virement from other service areas.

A full Equality Impact Analysis will be developed in respect of the final budget proposal in the light of feedback received during the consultation process.

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

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 including the Joint Strategic Needs Assessment and Joint Health and Well-being Strategy.

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

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 including the duty under section 17 of the Crime and Disorder Act 1988.

3. Conclusion

2.1 These budget proposals reflect the level of government funding available to the Council and the proposal to increase general Council Tax in 2018/19 by 1.95% and in 2019/20 by 1.95%. Adult Care Premium is proposed to increase by 2.00% in 2018/19 and 2.00% in 2019/20. 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.

4. Legal Comments:

The Executive is responsible for publishing initial budget proposals for the budget for the purposes of consultation before determining the budget it will recommend to the full Council.

The matters to which the Executive must have regard in reaching its decision are set out 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.

5. 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% general council tax plus a further 2.00% for the adult social care 'precept'). The Council's Financial Strategy for 2018/19 includes one off use of reserves of £30.875m, plus a £0.050m addition to the General Fund balance, to produce a balanced budget and £46.456m in 2019/20, plus a £0.200m addition to the General Fund balance, to produce a balanced budget.

To achieve a sustainable budget from 2020/21 a further review of budgets will be required.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

Overview and Scrutiny Management Board

The Overview and Scrutiny Management Board considered the Council's Financial Risk Assessment for the year 2018/19 at its meeting on 26 October. The Overview and Scrutiny Management Board supported the Council's Financial Risk Register. This followed assurances provided at the meeting that the residual risk ratings for Item 1 (Pay) and Item 6 (Estimated Savings) were adequate.

Councillor Budget Briefings

At the beginning of December two budget briefings were held for all Councillor's to attend. Comments from these meetings will be tabled at the Executive meeting (Appendix B).

Further Scrutiny and Consultation

A consultation meeting with local business representatives, trade unions and other partners will take place on 26 January 2018.

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 6 February 2018.

d) Have Risks and Impact Analysis been carried out??

Yes

e) Risks and Impact Analysis

An Equality Impact Analysis will be complete for the proposed increase in Council Tax. This will be reported back to the Executive at its meeting on 6 February 2018.

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

7. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Commissioning Strategies Glossary
Appendix 2	Councillor Comments from the Budget Briefings held on 4 and 6 December 2017 - to follow

8. Background Papers

Document title	Where the document can be viewed
Provisional Local Government Finance Settlement announcements	Executive Director of Resources and Public Protection
Council Budget 2017/18	Executive Director of Resources and Public Protection

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

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APPENDIX 1 – Commissioning Strategies Glossary

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	This commissioning strategy will include the overarching governance and standards for the Council, including decision making through the democratic process.
	Chief Executive's Office	
	Decision making, including the democratic processes and elections	
	Monitoring Officer requirements	
	Eastern Inshore Fisheries & Conservation Authority - Levy	
Enablers & Support to Council's Outcomes	Information Management & Technology Strategy & support	This commissioning strategy will include the enablers required to support the delivery of the Councils agreed outcomes.
	Property Strategy & support (including County Farms)	
	People Management Strategy & support	
	Legal Advice	
	Commissioning Strategy & Support	
	Business Support	
	Strategic Communications	
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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County Councillor Budget Briefings

Notes of Key Outcomes from Sessions on 4 December and 6 December

Two budget briefing sessions for all county councillors were held on 4 December and 6 December 2017. The first session was attended by 21 councillors and 15 councillors attended the second session. Factual clarifications were given at each session, which have not been reproduced in these notes.

During the first session the following observations were made:

- Business Rate Localisation Pilot Bid – There was broad support for the Business Rate Localisation Pilot Bid and the proposed move to 100% localisation by April 2020.
- Information Management and Technology – Cost pressures in relation to the increase in revenue budgets to improve IMT services to the Council were highlighted as a priority. It was recommended that IT Security was given a high priority as part of this additional funding.
- LGA Subscription – The need to continue to assess the value of Local Government Association membership was highlighted given the decision for the Council to cease its subscription to the LGA from 1 April 2018.

At the second session, the following observations were made:

- Capital Programme – Boston Flood Barrier – The Boston Flood Barrier Scheme had been listed in the presentation as part of the County Council's capital programme at an estimated cost of £11 million. It was confirmed that the Environment Agency would be funding the Boston flood barrier, and the sum of £11 million related to ancillary schemes to support the flood barrier.
- Use of Reserves – In the medium to long term the County Council cannot continue to rely on the use of reserves. A fairer financial funding settlement would ultimately be the answer.
- Corporate Graduate Trainee Scheme – There was some concern at the withdrawal of the corporate graduate trainee scheme. It was explained that the Council would be making use of the apprenticeship scheme, which covered a range of academic abilities, including graduates.
- Use of 'Non-Recurrent' Better Care Fund for Recurrent Adult Care Funding – As the long term future of the Better Care Fund had not been guaranteed, it was in effect a non-recurrent source of funding, which was being used to support recurrent base budget adult care funding. Irrespective of the Government's intentions to issue a green paper on this topic, the uncertainty represented a significant financial risk.

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UPDATE TO THE COUNCIL BUDGET 2018/19

The following information on the Provisional Local Government Finance Settlement 2018/19 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 presented to Executive on 19th December 2017.

Provisional Local Government Finance Settlement 2018/19, Multi-Year Funding Deal and Business Rates Pilot

The provisional Local Government Finance Settlement was issued on the afternoon of Tuesday 19th December after the Executive meeting. At the same time the County Council were notified that they had been selected to be a Business Rate Pilot in 2018/19.

Multi-Year Funding Deal

The multi-year settlement offered the Council confirmed minimum levels of funding for 2016/17 to 2019/20 for Revenue Support Grant, Transition Grant and Rural Services Delivery Grant. The provisional local government finance settlement confirmed the level of funding for RSG and Transitional Grant. The amount of Rural Services Delivery Grant has increased from the original multi-year deal the Council signed up to.

The national allocation for Rural Services Delivery Grant was expected reduce to £50m in 2018/19 (a £15m reduction on the allocation for 2017/18 and the provisional allocation for 2019/20). The provisional settlement announced that this funding would remain at £65m nationally for 2018/19, with the County Council due to receive £5.565m in that year (previously £4.281m) and again in 2019/20.

Business Rates Income

The provisional Local Government Finance Settlement has updated the estimated income due to the County Council from business rates in 2018/19 to £107.220m (previously £107.442m). The update income for 2019/20 is £109.597m (previously £111.263m).

Comparing business rates funding received for 2017/18 to 2018/19, the Council has seen an increase of £2.044m or 1.94% (previously an increase of £2.513m or 2.39%) in Business Rates funding between the two financial years.

Business Rate Pilot

The settlement announced that the County Council's pilot bid (along with the seven Lincolnshire District Council's and North Lincolnshire Council) has been successful. As was reported to the Executive on 19 December this bid could benefit the Pilot area by generating an additional £14.0m income. LG Futures are currently working on detailed calculations based on the most up to date information.

The successful bid has changed how funding will come to the County Council in 2018/19. In the current year the County Council receives Business Rates – Baseline Funding, Revenue Support Grant and Rural Services Delivery Grant separately. In the pilot year these elements of funding have all been incorporated into the Baseline funding. There is no change to the level of funding expected, just the presentation.

The pilot bid does not include any additional responsibilities.

Other Revenue Government Grants

The provisional Local Government Finance Settlement confirmed the conditions associated with New Homes Bonus Grant. The scheme will payment years will drop to four years for 2018/19 and the housing growth baseline above which grant is paid will remain at 0.4%. Under these conditions the County Council will received £2.342m in 2018/19 (previously £2.523m) and £2.104m in 2019/20 (previously £2.421m).

Council Tax

The Secretary of State in the provisional Local Government Finance Settlement has announced the referendum threshold for the general Council Tax element would increase for both 2018/19 and 2019/20 to 3.00% (1.00% higher than the referendum threshold in 2017/18). The regulations regarding the Adult Care Precept remain unchanged from the 2017/18 settlement and the Council's budget proposals include a 2.00% increase in this element of the Council Tax in 2017/18, 2018/18 and 2019/20.

The Government's rationale for allowing the additional increase was twofold. Firstly, it gives local authorities more flexibility in deciding how best to meet a range of local, non-adult care related pressures and, secondly, reflects the fact that general price inflation had risen to around 3% per annum in the past year.

The Council faces having to fund unavoidable cost pressures of £26.9m in 2018/19 whilst receiving £14.3m less general grant from central government.

Cost pressures comprise £10.4m for both increased demand in adult care services and the cost impact on the service from further rises in the National Living Wage (up 4.4%) from April 2018. In addition increased demand and the impact of legislative change on a range of children's social care functions will cost a further £4.2m next year. Further, it is likely that pay awards for local government staff that have been constrained to a maximum of 1% for many years will settle at or above 2.5% for next year. At such a level this will be around £0.5m more than presently provided for in the budget.

In light of this latest change the Executive of the Council will need to decide, at its 6th February 2018 meeting, whether to recommend to Full Council on 23rd February whether to increase the proposed core element of the council tax for next year from 1.95% to 2.95%. In light of the Provisional Settlement no change is proposed to the adult care element which will rise by 2% which is less than the 3% maximum. Should

the Executive decide to apply the additional 1% increase to the core element of council tax the proposed council tax increase for next year would be 4.95%.

This additional 1% increase will generate a further £2.617m in council tax income for next year. The total additional council tax income will increase to £12.954m next year based on the total 4.95% rise. This equates to an annual increase of £58.08 pa (or £1.12 per week) for a Band D household or an increase of £38.72 pa (74p per week) for a Band A household.

Historically the Council froze its council tax for the four year period 2011/12 to 2013/14 and, when looked at over the seven year period from 2011/12 to the current year, this Council has increased council tax by just under 10% whereas general price inflation has been around 21% over that period.

The Council presently has the third lowest level of council tax of the 27 English shire counties and that position is not expected to change materially as a result of the proposed increase.

The proposed increase, of whatever magnitude, will be the subject of an equality impact analysis that will be reported to the Executive and full Council in February 2018.

As mentioned above, a decision will be required at the Executive meeting on 6th February 2018 on the increase to the core element of Council Tax for 2018/19 to be recommended to Full Council on 23rd February. At present the draft budget being used for consultation assumes a 1.95% increase for the core element of council tax. This consultation is now expanded to consider an alternative of a 2.95% increase in core council tax. The additional increase will assist in funding the unavoidable cost pressures highlighted in bold type above.

Flexible Use of Capital Receipts

The Secretary of State in the Settlement announced a continuation of the flexible use of capital receipts for a further three year period (2019/20 to 2021/22).

The Council's original budget proposals included £8.000m use of capital receipts to fund transformational work in 2018/19, in light of this announcement the Council would propose using a further £8.000m of capital receipts for this purpose in 2019/20.

Implications of additional revenue income

The overall impact of the above changes to the Council's funding has increased the Council's income for 2018/19 by £3.608m and in 2019/20 by £8.826m (details are set out in the table below):

TABLE ONE: Movement between original budget proposals and Provisional Local Government Finance Settlement proposals

	2018/19			2019/20		
	Original Assumptions	Provisional LG Finance Settlement	Variance	Original Assumptions	Provisional LG Finance Settlement	Variance
	£'m	£'m	£'m	£'m	£'m	£'m
Business Rates (Locally Retained and Top Up Element)	107.442	107.220	-0.222	111.263	109.597	-1.666
Rural Service Delivery Grant	4.281	5.565	1.284	5.565	5.565	0.000
New Homes Bonus Grant	2.523	2.342	-0.181	2.421	2.104	-0.317
Independent Living Fund	1.584	1.644	0.060	1.505	1.594	0.089
Increase in Council Tax for 2018/19 by 1.0%	272.049	274.666	2.617	282.794	285.514	2.720
Flexible Use of Capital Receipts	8.000	8.000	0.000	0.000	8.000	8.000
Movement in GF Balance	-14.850	-14.800	0.050	-15.000	-15.000	0.000
TOTAL	381.029	384.637	3.608	388.548	397.374	8.826

This additional income could be used:

- To reduce the amount of funding required from Reserve to set a balanced budget in 2018/19 and 2019/20;
- To fund additional spending by the Council or reduce the savings required to be made; or
- To reduce the planned increase in Council Tax.

There is still uncertainty regarding the outcomes of the final Local Government Finance Settlement and for funding beyond the end of decade. There is also continued uncertainty regarding outstanding announcements in respect of a number of specific grants for the future, which could also face larger reductions compared to 2017/18. 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 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	2018/19 £m	2019/20 £m
EXPENDITURE:		
Base Budget	454.775	453.931
Cost Pressures (<i>including inflation</i>)	26.888	25.314
Savings	-23.048	-10.594
Other Movements (PH Grant & BCF Grant)	-4.684	-5.437
Total Expenditure	453.931	463.214
Use of Reserves	-27.267	-37.630
Transfer to General Reserve	0.000	0.200
Budget Requirement	426.664	425.784
INCOME:		
Local Retention of Business Rates	0.000	109.598
Revenue Support Grant	0.000	20.139
Business Rates Pilot - Baseline Funding	146.749	0.000
Other Grants	5.249	10.533
County Precept	274.666	285.514
Total Income	426.664	425.784

The use of this additional income reduces the originally proposed contribution from reserves:

	2018/19 £'m	2019/20 £'m
Executive (19 December 2017)	30.875	46.456
Post Provisional LG Finance Settlement	27.267	37.630

Fair Funding Review: A review of relative needs and resources

The consultation on fair funding review was also released as part of the provisional Local Government Finance Settlement. The Council has until mid-March to provide comments back to government on their proposals.

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Open Report on behalf of Chief Executive

Report to:	Overview and Scrutiny Management Board
Date:	25 th January 2018
Subject:	Final Draft Council Business Plan 2018 - 2020

Summary:

The purpose of this report is for Overview and Scrutiny Management Board to consider the outcomes and measures that are the final draft Council Business Plan 2018 – 2020 detailed in Appendix 1. The Executive will consider the final draft Council Business Plan at its meeting on 6th February 2018, prior to approval by Council on 23rd February 2018. 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 Board is asked to consider and comment on the final draft Council Business Plan 2018 – 2020 as specified in Appendix 1. These comments will be considered by the Executive at its meeting on 6th February 2018.

1. Background

The Executive will consider a report on the Council Business Plan 2018 -2020 at its meeting on 6 February 2018. The full report to the Executive is attached at Appendix 1 to this report.

When considering this report, OSMB may wish to pay particular attention to:-

- Updates from the Chairman of each scrutiny committee on any points they wish to bring to the attention of OSMB including proposals for changes to measures which are no longer appropriate (See Appendix 1); and
- Outcomes and measures on pages 20 - 22 relating to areas (finance, people management, audit, property, information governance, and the corporate support services contract) that specifically fall within the remit of this Board.

2. Conclusion

The outcomes and measures in Appendix 1 represent the final draft Council Business Plan 2018 - 2020 and the Overview and Scrutiny Management Board 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 Overview and Scrutiny Management Board 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 content 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 1	Executive Paper: Final Draft Council Business Plan 2018 – 2020 (including Appendix A – Final Draft Council Business Plan 2018/2020 and Appendix B - Changes from the Council Business Plan 2017/18 to 2018/2020)

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.

Open Report on behalf of Chief Executive

Report to:	Executive
Date:	06 February 2018
Subject:	Final Draft Council Business Plan 2018 - 2020
Decision Reference:	I014928
Key decision?	No

Summary:

The purpose of this report is for Executive to consider the outcomes and measures that are the final draft Council Business Plan detailed in Appendix A and decide whether to recommend them to full Council on 23rd February. The Council Business Plan is part of the Budget and Policy Framework and must be approved by full Council.

Recommendation(s):

That:-

1. The Executive approve in principle the recommendation of the outcomes and measures specified in Appendix A as the Council Business Plan for 2018 - 2020; and
2. The Leader of the Council determines any changes to the said outcomes and measures to be recommended to full Council following discussion with Executive Councillors.

Alternatives Considered:

To amend the final draft Council Business Plan 2018 - 2020.

Reasons for Recommendation:

The final draft Council Business Plan 2018 - 2020 sets out the outcomes and measures recommended by senior managers to Members of the Executive.

1. Background

It is proposed to have a 2 year Council Business Plan to mirror a 2 year budget covering the period 2018 – 2020. The format and content of the Council Business Plan remains largely unchanged from 2017/18 (except of course for the inclusion of 2018/19 and 2019/20 targets). The draft Council Business Plan is attached in Appendix A and the changes to the content are detailed in Appendix B.

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 2017 and are subject to change once the 2017/18 out turn is known. Once approved the Council Business Plan may change to reflect changes in the wider economy, the nature of demand and the consequences of any service changes. A caveat to reflect this has been included in the draft CBP 2018 - 2020 See Appendix A. Any change will be in discussion with the Executive Councillor and approved by the Executive.

Next Steps

Council Business Plan 2018 - 2020 to be finalised by the Leader (subject to any changes) and recommended for approval by Council on 23rd February 2018.

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.

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

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

3. Conclusion

The outcomes and measures in Appendix A represent the final draft Council Business Plan 2017/2018 and Executive is invited to 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 Overview and Scrutiny Management Committee and discussions with Executive Councillor

4. Legal Comments:

The Executive is asked to recommend the Business Plan to Full Council. The approval of the Council's Business Plan is reserved to full Council.

The decision as to what to recommend is lawful and within the remit of the Executive and the Leader has the necessary authority to make final changes prior to recommendation.

5. Resource Comments:

The financial resources required to deliver this plan will be included in the budget to be considered by full Council at its meeting on 23rd February.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

N/A

c) Scrutiny Comments

The draft Council Business Plan will be discussed at the Overview and Scrutiny Management Board (OSMB) meeting on 25th January. As the deadline for dispatching this report to Executive is before OSMB have met any specific points raised by OSMB to bring to the attention of the Executive will be provided by way of a verbal update at the Executive meeting on 6th February.

d) Have Risks and Impact Analysis been carried out

No

e) 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.

7. Appendices









These are listed below and attached at the back of the report	
Appendix A	Final Draft Council Business Plan 2018/2020
Appendix B	Changes from the Council Business Plan 2017/18 to 2018/2020

8. Background Papers









None

This report was written by Jasmine Sodhi, who can be contacted on 01522 552124 or jasmine.sodhi@lincolnshire.gov.uk .










Appendix A - Draft Council Business Plan 2018-2020

Commissioning Strategy	Outcomes	Measures	Annual Target April 2017 – March 2018 Unless otherwise stated	Latest Performance and Target April 2017 – Sept 2017 (cumulative) Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2017  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
Communities are Safe and Protected								
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.	5000 products	Actual 4511 products Target 3000 products	Target to be confirmed once Q3 2017/18 performance is analysed	Target to be confirmed once Q3 2018/19 performance is analysed	Higher number of products is better	
		2. Unsafe and Counterfeit goods removed from the market This measure is a count of the numbers of unsafe goods removed from the market in Lincolnshire, reducing the risk of any of these products causing harm to the end-user. This includes illicit goods (largely counterfeit) but not including alcohol and tobacco. 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. These figures are dependent on successful legal process, meaning forfeiture or surrendering of the products.	30,000	Actual 32,863 products Target 24,000 products	Target to be confirmed once Q3 2017/18 performance is analysed	Target to be confirmed once Q3 2018/19 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.	266 premises	Actual 66 premises Target 62 premises	Target to be agreed in Q1 when 2017-18 national inspection requirements are agreed	Target to be agreed in Q1 when 2018-19 national inspection requirements are agreed	Higher number of premises inspected is better	
	Improve public safety by the reduction in drugs and alcohol misuse, focused on town centre alcohol fuelled violence and anti-social behaviour, young people and drug misuse	107. Antisocial behaviour This measure is a count of all Police recorded anti-social behaviour incidents. It is a contextual measure to be considered alongside the measure of alcohol related anti-social behaviour. It should be noted that this measure relates to Police recorded anti-social behaviour only and does not cover all anti-social behaviour occurring within Lincolnshire, for example, those incidents reported to District Councils or Housing providers are not included.	There is currently no active target set therefore this indicator is reported as measured.	12,047 incidents	This indicator is reported as measured	This indicator is reported as measured	Smaller number of incidents reported 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 2016/17 year end outturn (2710 incidents)	Actual 1,677 incidents Target 1,597 incidents	Decrease by 5% on 2017/18 year end outturn	TBC once 2018/19 year end outturn is confirmed	Lower number of incidents is better	Alcohol related anti-social behaviour is 10% lower in Q2 than in Q2 2016/2017. Alcohol related anti-social behaviour continues to fall and remains the lowest this quarter than it has been in Quarter 2 for the past six years. Alcohol related crime occurring at night has decreased particularly.

Appendix A - Draft Council Business Plan 2018-2020








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 2017 – March 2018 Unless otherwise stated	Latest Performance and Target April 2017 – Sept 2017 (cumulative) Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2017  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
								Although the target has not been achieved this quarter, the figure is closer to the target than in Q1 2017-18 
		<p>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.</p>	Decrease by 5% on 2016/17 year end outturn (1397 incidents)	Actual 926 incidents Target 695 incidents	Decrease by 5% on 2017/18 year end outturn	TBC once 2018/19 year end outturn is confirmed	Lower number of incidents is better	Alcohol related violence is up 38% compared to Q2 2016/2017 and is higher than last quarter. Overall, all types of alcohol related crime are continuing an upwards trend with alcohol related violence accounting for the largest proportion. An increase in overall violent crime is currently being experienced nationally. 
	Increase public confidence in how we tackle domestic abuse	<p>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.</p>	Increase by 3% on 2016/17 year end outturn (9824 incidents)	Actual 4850 reported incidents Target 5242 reported incidents	Increase by 2% on 2017/18 year end outturn	TBC once 2018/19 year end outturn is confirmed	Higher number of reported incidents is better	Domestic abuse incidents reported to the police are 8% lower in Quarter 2 than in Q2 2016/2017. In terms of locality, all districts except for Boston and North Kesteven have seen a decrease in reports compared to the same quarter last year. 
		<p>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.</p>	It is not appropriate to set a target for this measure	1 incident(s)	It is not appropriate to set a target for this measure		Lower is better	
		<p>9. Repeat referrals of Domestic Abuse to MARAC The MARAC (Multi-Agency Risk Assessment Conference) 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</p>	It is not appropriate to set a target for this measure	23.5% (October 2016 – September 2017)	It is not appropriate to set a target for this measure		Maintain rate of repeat referrals	

Appendix A - Draft Council Business Plan 2018-2020








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 2017 – March 2018 Unless otherwise stated	Latest Performance and Target April 2017 – Sept 2017 (cumulative) Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2017  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
		referred back to the MARAC as a 'repeat'. This measure is a count of repeat referrals to MARAC expressed as a percentage of the total MARAC referrals on a rolling 12 month basis. Although this measure is used as a proxy for repeat victims of domestic abuse, it does not provide a full or accurate picture of repeat victimisation. MARAC covers high risk domestic abuse victims who account for less than 8% of all reported incidents of domestic abuse. This disproportion means that there are likely higher numbers of repeat victims than can be detected in the MARAC data.						
	Reduce the number of people killed and seriously injured on Lincolnshire's roads	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 123 casualties April – June 2017	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	It is not appropriate to set a target for this measure	Actual 7 casualties April – June 2017	It is not appropriate to set a target for this measure		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. (Reported annually in Q1)	Exceed the national result for 2016/17 (61.3%)	Actual 59.9% satisfaction 2016/2017 Target 62% satisfaction 2016/2017 Data is reported with a 3month (1 Quarter lag) so 2017/18 data will be reported in Q1 2018/19.	Exceed the national result for 2017/18 (Available in Q1 2018/19)	Exceed the national result for 2018/19 (Available in Q1 2019/20)	Higher percentage of satisfaction is better	Satisfaction that police and local council are working in partnership to deal with community safety issues in Lincolnshire has increased by 4.3 percentage points in 2016/17 compared to 2015/16 results. Previous year's results have shown a downward trend in satisfaction for Lincolnshire however this now appears to be improving. 
		14. Adults Reoffending This is a measure of adult reoffending rates over a 12 month rolling period. Offenders who are formally informed by Lincolnshire Police that they will be recorded as being responsible for committing a crime over a 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.	Decrease by 2% on 2016/17 year end outturn (27.5%)	Actual 29.3% April – June 2017 Target 31.2% April – June 2017	Decrease by 2% on 2017/18 year end outturn	TBC once 2018/19 year end outturn is confirmed	Lower percentage of adults reoffending is better	

2018/19 and 2019/20 targets (where provided) in this document are informed by latest performance information (2017/2018 Q2) and are subject to change to reflect:- 2017/18 and 2018/19 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.









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Commissioning Strategy	Outcomes Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures Measures are how we will monitor and report progress in achieving the outcome.	Annual Target April 2017 – March 2018 Unless otherwise stated	Latest Performance and Target April 2017 – Sept 2017 (cumulative) Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2017  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
		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.						
	Reduce the number of young people committing a crime	<p>15. Juvenile first time offenders The First Time Entrant (FTE) measure is a rate per 100,000 of 10-17 population in Lincolnshire. However, for this purpose we are reporting the actual number of young people, rather than the rate. A lower number is a sign of good performance. The target is set by Lincolnshire County Council, the Youth Justice Board monitor and challenge progress. (Data is reported with a 6 month lag.)</p>	203 Target based on Midlands Regional Average for the period July 2016-June 2017	Actual 283 April 2016 – March 2017 Target 203 April 2016 – March 2017	255 (10% decrease on April 2016-March 2017 performance. Target no longer based on Midlands Regional Average.)	230 (10% reduction on 2018/19 target)	Lower number of offenders is better	
		<p>125. Juvenile re-offending The Ministry of Justice has changed the methodology for measuring reoffending. There has been a move to a three month cohort rather than a 12 month cohort. The cohort will still be tracked over 12 months. Changing from 12 month cohorts to the 3 month cohorts results in a greater proportion of prolific offenders and hence higher reoffending rates, though both measures show similar trends over time at a national level.</p>	New measure to the CBP 2018-2020	Actual 38.4% Cohort – 146 Reoffenders – 46 (July 2015 – September 2015)	To be in line with, or less than the Midlands Regional Average of 39.8% (January 2015– March 2015)	To be in line with, or less than the Midlands Regional Average (January 2016-March 2016) not yet published	Lower percentage is better	n/a as new measure in CBP 2018-2020
	Reduce fires and their consequences	<p>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.</p>	133.47 per 100,000 population 983 fires	Actual 80.84 per 100,000 population 601 fires Target 73.13 per 100,000 population 539 fires	135.52 per 100,000 population 1,007 fires	132.97 per 100,000 population 988 fires	Lower is better	We are currently behind target having seen a 7% increase (41 incidents) over the 6 month period compared with last year. The increase can be attributed mainly to dwelling fires and vehicle fires. The increase seen at Q2 is less significant than that at Q1 and this has had the effect of bringing the measure closer to target. 
		<p>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).</p>	It is not appropriate to set a target for this measure	Actual 0.40 per 100,000 population 3 fatalities	It is not appropriate to set a target for this measure		Lower is better	

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Commissioning Strategy	Outcomes Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures Measures are how we will monitor and report progress in achieving the outcome.	Annual Target April 2017 – March 2018 Unless otherwise stated	Latest Performance and Target April 2017 – Sept 2017 (cumulative) Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2017  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
		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 1.96 per 10,000 population 146 fires Target 1.64 per 10,000 population 121 fires	3.08 per 10,000 population 229 fires	3.08 per 10,000 population 229 fires	Lower is better	We are currently behind target having seen an increase of 35 deliberate primary fires compared to Q2 last year. This is mainly due to an increase in deliberate vehicle fires; however the increase seen at Q2 is less significant than that at Q1 and this has had the effect of bringing the measure closer to target. 
		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 247 fires	Actual 2.52 per 10,000 population 187 fires Target 2.19 per 10,000 population 161 fires	3.27 per 10,000 population 243 fires	3.27 per 10,000 population 243 fires	Lower is better	We are currently behind target having seen a 26% increase (39 incidents) in deliberate secondary fires compared to this time last year. The increase can be attributed mainly to deliberate fires involving refuse/refuse containers. The increase seen at Q2 is less significant than that at Q1 and this has had the effect of bringing the measure closer to target. 
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	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.	680 children 48 per 10,000 population under 18 (confirmation of 'number of children' required due to revised target from Q1)	Actual as at 30 th September 2017 690 children 47.9 per 10,000 population under 18 Target as at 30 th September 2017 680 children 48 per 10,000 population under 18	680 children 48 per 10,000 population under 18	680 children 48 per 10,000 population under 18	Lower number of looked after children is better	

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Commissioning Strategy	Outcomes Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures Measures are how we will monitor and report progress in achieving the outcome.	Annual Target April 2017 – March 2018 Unless otherwise stated	Latest Performance and Target April 2017 – Sept 2017 (cumulative) Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2017  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
live a healthier life.		<p>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.</p>	340 children 24 per 10,000 population under 18	Actual as at 30 th September 2017 362 children 25.5 per 10,000 population under 18 Target as at 30 th September 2017 340 children 24 per 10,000 population under 18	340 children 24 per 10,000 population under 18	340 children 24 per 10,000 population under 18	Lower is better	
		<p>25. Average time taken to move a child from care to an adoptive family This measure counts the average number of days between the child entering care and moving in with their adoptive family. This measure is reported as a three year rolling average.</p>	430 days	Actual average July 2017 – Sept 2017 374 days Target average July 2017 – Sept 2017 430 days	400 days	400 days	Lower number of days is better	
		<p>26. Average time taken to match a child to an adoptive family This measure counts the average number of days between the local authority receiving the court order to place a child and the local authority deciding on a match to an adoptive family. This measure is reported as a three year rolling average.</p>	200 days	Actual average July 2017 – Sept 2017 167 days Target average July 2017 – Sep 2017 200 days	175 days	175 days	Lower number of days is better	
Safeguarding adults The purpose of this commissioning strategy is that vulnerable adults' rights are protected so that everyone can live safely and	Safeguarding adults whose circumstances make them vulnerable, protecting them from avoidable harm and acting in their best interests where they lack capacity	<p>28. Safeguarding cases supported by an advocate 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%	Actual 100% Target 100%	100%	100%	Higher percentage is better	
		114. Percentage of completed safeguarding	n/a	Actual	31%	31%	Lower	n/a






2018/19 and 2019/20 targets (where provided) in this document are informed by latest performance information (2017/2018 Q2) and are subject to change to reflect:- 2017/18 and 2018/19 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.

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



Commissioning Strategy	Outcomes	Measures	Annual Target April 2017 – March 2018 Unless otherwise stated	Latest Performance and Target April 2017 – Sept 2017 (cumulative) Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2017  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
free from abuse and neglect.		enquiries where risk was identified, where the 'Source of Risk' is a service provider. Change to existing measure definition, hence 'New', to monitor the source of risk for S42 enquiries where a risk has been identified. This enables benchmarking from the Safeguarding Collection with other authorities.		29%			percentage is better	
		115. Percentage of outstanding Deprivation of Liberty Safeguards (DoLS) applications completed A national issue post 'Cheshire West' judgement, which impacted all authorities who received a significant increase in DOLS applications.	New measure to the CBP 2018-2020	950 applications	750 applications	500 applications	Lower number of applications is better	n/a as New measure to the CBP 2018-2020
	Making safeguarding personal	116. Percentage of concluded enquiries where the desired outcomes were fully or partially achieved New measure to track the progress on Making Safeguarding Personal (MSP). This will be derived from the new mandatory reporting table in the Safeguarding Adults Collection (SAC). Targets are based on incomplete voluntary submissions from 16/17 using the comparator group average.	New measure to the CBP 2018-2020	Actual 95% 2016/17	95%	95%	Higher percentage is better	n/a New measure to the CBP 2018-2020
Health and Wellbeing is improved								
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	31. Percentage of alcohol users that left drug treatment successfully who do not re-present to treatment within 6 months 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. 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.	40% (as of Q2 2016/17 due to revised definition of measure)	Actual 34.9% Apr – June 2017 Target 40% Apr – June 2017	40%	40%	Higher percentage is better	Following the new contracts commencing in October 2016 it was anticipated that performance would dip, this has been realised with a reduction in outcomes to 34.9% compared with a target of 40%. Local data now shows performance starting to improve but this has yet to be reflected in the verified data from the Department of Health. 
		111. People successfully supported to quit smoking Supports a number of areas of the JSNA and aligns to the PHOF which measures a number of population level outcomes regarding smoking. Target is aligned to the KPI within the contract which is considerably higher than baseline performance level.	2,300 (2017/18 year end projection)	Actual 2,300 2016/2017 (Not previously reported in CBP)	3,200	3,200	Higher number is better	n/a as new measure to CBP 2018-2020
	Peoples' health and	33. People aged 40 to 74 offered and	55%	Actual	55%	55%	Higher	

2018/19 and 2019/20 targets (where provided) in this document are informed by latest performance information (2017/2018 Q2) and are subject to change to reflect:- 2017/18 and 2018/19 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.

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



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	wellbeing is improved	<p>received an NHS health check Cumulative percentage of eligible population aged 40-74 offered an NHS health check who received an NHS health check between 2013/14 to 2017/18) Currently being recommissioned to be in place for April 2018.</p>		<p>April – June 2016 59.9% 114,469 people Target April – June 2016 55% 105,200 people</p>			percentage is better	
		<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>	<p>2,045 (for data relating to April 2017 - March 18)</p>	<p>Actual Jan – Mar 2017 1869 Target Jan – March 2017 2045</p>	<p>2,045 (for data relating to April 2018 – Mar 2019)</p>	<p>2,045 (for data relating to April 2019 – Mar 2020)</p>	Higher number of diagnoses is better	<p>Service Credits are now in place from June 2017 due to continuing non achievement of the chlamydia target. The positivity rate remains high at 8.8% (target 8 percent) ranked Lincolnshire 1st out of 9 Local Authorities. The Public Health England Regional Advisor for Sexual Health has advised that the focus should be on the positivity rate as the main quality indicator. Lincolnshire Integrated Sexual Health Services have now set targets for their sub-contracted outreach team The Terrence Higgins Trust and are renewing relationships with their contracted General Practitioner's and Pharmacies to improve the offer and promote community based testing and treatment services.</p> 
	Work with others to promote community wellbeing	<p>109. Number of frontline staff and volunteers trained in Making Every Contact Count (MECC) Whilst not a PHOF indicator this meets needs identified in the JSNA. Proposed descriptor change to reflect the wider workforce to which the programme is being rolled out.</p>	<p>800 (2017/18 year end projection)</p>	<p>n/a as there is a revised definition for this measure in 2018/2019</p>	<p>1000</p>	<p>1000</p>	Higher number is better	<p>n/a as not previously reported in CBP</p>

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	People are able to live life to the full and maximise their independence	110. Percentage of people supported by the Wellbeing Service to improve their outcomes Supports a number of areas of the JSNA and the Council to meet its Care Act responsibilities regarding prevention. Proposed measure is a change to align to the KPI in the newly commissioned Wellbeing Service. New target to be agreed in October 2018.	89% (2017/18 year end projection)	Actual 88% 2016/2017 (Not previously reported in CBP)	New target to be agreed in October 2018	TBC once 2018/2019 outturn is known	Higher number is better	n/a as not previously reported in CBP
		112. Percentage of people accessing housing-related support services that are successfully 'supported to access and maintain their settled accommodation'. Supports the Council to meet its Care Act responsibilities regarding prevention and also supports wider PHOF outcomes regarding housing. The target is aligned to the KPI in the contract.	93% (2017/18 year end projection)	Actual 90% 2016/17 (not previously reported in CBP)	90%	90%	Higher percentage is better	n/a as not previously reported in CBP
		113. Percentage of emergency and urgent deliveries and collections completed on time within Integrated Community Equipment Services This is a core commissioned service in the Community Wellbeing Commissioning Strategy and supports the Council to meet its Care Act responsibilities. The target is aligned to the KPI in the contract.	99% (2017/18 year end projection)	Actual 99% 2016/17 (not previously reported in CBP)	98%	98%	Higher percentage is better	n/a as not previously reported in CBP
Community resilience and assets The purpose of this commissioning strategy is for communities in Lincolnshire to be resilient. We think this can be best achieved when people and communities have the information they need to come together, solve the problems they face and build the county they want.	Enable and encourage people to participate in Lincolnshire's culture	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.	4,800,000 contacts	Actual 3,148,064 Target 2,648,832	4,800,000 contacts (subject to changes due to change in service.)	To be determined when impacts of service changes are known.	Higher number is better	
		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.	1,594,838 visits	Actual 826,953 Target 795,590	1,665,481 visits	1,723,919 visits	Higher number of visits is better	
		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).	390,873 visits	Actual 219,767 Target 196,413	405,086 visits to website	418,083 visits	Higher number of visits is better	

2018/19 and 2019/20 targets (where provided) in this document are informed by latest performance information (2017/2018 Q2) and are subject to change to reflect:- 2017/18 and 2018/19 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.







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Communities and residents are supported to be involved in local decision making and have their views taken into account		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.	1779.80 hours	3108.5 hours	1844.52 hours (target aligned to GLL contract)	1894.44 hours (target aligned to GLL contract)	Higher number of hours is better	
		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).	800 groups/ organisations	Actual 584 groups/ organisations Target 400 groups/ organisations	800 groups/ organisations	TBC once 2018/19 outturn is known	Higher number of groups/ organisations is better	
		105. People supported who have accessed volunteer opportunities through Lincolnshire County Council supported projects This measure aims to track the number of people supported to access volunteer opportunities through Lincolnshire County Council supported projects.	1,400 people supported	Actual 1,093 people supported Target 700 people supported	1,400 people supported	TBC once 2018/19 outturn is known	Higher number of people supported is better	
	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	n/a	n/a	n/a as activities
Readiness for adult life The purpose of this commissioning strategy is for all young people to be prepared and ready	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. (Reported annually in Q4)	4 percentage points below the national all authorities benchmark. National Benchmarking data is expected	Actual Summer 2016 results 32% Target Summer 2015 results	26%	24%	Smaller percentage is better	Although not achieved, performance in 2016/17 has improved compared with the previous year. Children's Services in partnership with the Lincolnshire Learning Partnership have agreed a range of actions to support schools to







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for adult life.			January 2018. Target will be confirmed once figures have been received.	28% (Summer 2016 results will be validated and reported in Q4)				reduce the achievement gap. 
		45. 16-17 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.	87%	Actual as at 30 th September 2016 61.07% Target as at 30 th September 2016 70%	88%	89%	Higher percentage is better	The Virtual School Team have identified all of those 16-17 year olds not participating in learning and have been successful in finding appropriate placements for the majority of students in the period September to October 2017. This has brought performance within the tolerance range for this indicator as of 23rd October 2017, which although outside of Q 2 reporting parameters, shows a positive increase. 
		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.	92%	Actual as at 30 th September 2016 92.6% Target as at 30 th September 2016 92%	92%	92%	Higher percentage is better	
Readiness for school The purpose of this commissioning strategy is for all children to get the best possible start in life so that they are ready to learn when they start school.	There is a secure foundation for all children to progress through school and life	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. (Reported annually in Q4.)	1% point above the national all authorities benchmark. National Benchmarking data is expected January 2018. Target will be confirmed once figures have been received.	Actual 2016/2017 70.5% Target 2016/2017 70%	71%	72%	Higher percentage is better	







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		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' reports all disadvantaged pupils. This measure was previously titled 'Achievement gap between the lowest 20% of pupils and their peers at Foundation Stage'. (Reported annually in Q4)	2% points above the national all authorities benchmark. National Benchmarking data is expected January 2018. Target will be confirmed once figures have been received.	Not applicable as new definition of the measure to be reported in Q4 2017/18	19%	18%	Lower percentage is better	n/a as new definition of the measure to be reported in Q4 2017/18
Specialist Adult Services	Enhanced quality of life and care for people with learning disability, autism and or mental illness	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.	76%	Actual 78% Target 76%	79%	80%	Higher percentage is better	
		51. Adults who receive a direct payment (Learning Disability or Mental Health) 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.	50%	Actual 47.0% Target 48.8%	48%	49%	Higher percentage is better	
		117. Percentage of adults aged 18-64 with a mental health problem living independently LPFT measure, which is a subset of the national ASCOF measure just looking at social care service recipients. It is expected to be reported from Q1 2018/19. Targets based on the setting of current clients (residential/community).	n/a as new measure in CBP 2018-2020	n/a	75%	75%	Higher percentage is better	n/a as not previously reported in CBP
	People have a positive experience of care	118. Percentage of adults with a learning disability in receipt of long term support for 12 months or more who have been reviewed in the period This measure was combined previously, with two new measures created to monitor (internal) learning disability and (S75 commissioned) LPFT mental health activity separately.	95%	Actual 44% Target 47.5%	95%	95%	Higher percentage is better	n/a as not previously reported in CBP






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		<p>119. Percentage of adults aged 18-64 with a mental health need in receipt of long term support for 12 months or more who have been reviewed in the period</p> <p>This measure was combined previously, with two new measures created to monitor (internal) learning disability and (S75 commissioned) LPFT mental health activity separately.</p>	95%	<p>Actual 40%</p> <p>Target 47.5%</p>	95%	95%	Higher percentage is better	n/a as new measure for CBP 2018-2020
<p>Carers</p> <p>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.</p>	<p>Carers feel valued and respected and able to maintain their caring roles</p>	<p>56. Carers included or consulted in discussions about the person they care for</p> <p>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?" (Statutory Survey every 2 years; LCC will be conducting the survey every year. Reported in Q4.)</p>	<p>71.4% Target Apr 16 –Mar 17</p>	<p>Actual Apr 16 –Mar 17 64.4%</p> <p>Target Apr 16 –Mar 17 71.4%</p>	<p>71% Target Apr 18- Mar 19</p>	<p>71% Target Apr 19 -Mar 20</p>	Higher is better	<p>The Care Act and the Lincolnshire Carers service champion 'Whole Family Approaches' and it therefore remains an aspiration for the Lincolnshire Health and Care community that these figures should improve with the next survey in 2018/19.</p> 
		<p>59. Carers supported in the last 12 months per 100,000</p> <p>The total number of carers supported over the last 12 months with direct and indirect care (personal budgets, commissioned services, information and advice to the carer and respite for the person cared for).</p>	<p>1,440 per 100,000 8,500 carers</p>	<p>Actual 1,417 per 100,000 8,431 carers</p> <p>Target 1,440 per 100,000 8,500 carers</p>	<p>1,540 per 100,000 9,180 carers</p>	<p>1,630 per 100,000 9,680</p>	Higher amount of carers supported is better	
		<p>120. Percentage of carers who reported that they had as much social contact as they would like</p> <p>Identified from the last survey as significantly impacting on a carers' quality of life. Linked to social isolation project in Community Wellbeing and with employment project with the Lincolnshire carers Service. Target set above Lincolnshire's CIPFA comparator group average.</p>	n/a as new measure in CBP 2018-2020	<p>Actual 32% 2016/2017</p>	35%	35%	Higher percentage is better	n/a as new measure for CBP 2018-2020
		<p>121. Percentage of eligible carers (caring for adults) who have received a review of their needs in the period</p> <p>New measure to ensure LCC's responsibilities under the Care Act are met to review carers who meet the national threshold for support.</p>	n/a as new measure in CBP 2018-2020	<p>Actual 70% 2016/17</p>	85%	85%	Higher percentage is better	n/a as new measure in CBP 2018-2020











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Adult frailty and long term conditions 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	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 under this strategy 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 snapshot in time.	28%	Actual as at 30 th Sept 2016 36% Target as at 30 th September 2016 28%	40%	40%	Higher percentage is better	
		123. Percentage of people who report that services help them to have control over their daily life (Survey measure) Alternative measure from the annual client survey that focuses on whether the services and support help people to have control - over which we have influence - rather than reporting on a general feeling of control.	n/a as new measure in CBP 2018-2020	Actual 90% 2016/17	95%	95%	Higher percentage is better	n/a as new measure in CBP 2018-2020
	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	1,129 admissions 688 per 100,000	Actual 388 admissions Target 565	1,150 admissions	1,150 admissions	Lower number of admissions is better	
		122. Percentage of requests for support for new clients , aged 65 or over, where the outcome was long term support services Replaces the previous requests measures which looked at the % leading to info & advice. This did not reflect the extent of the preventative work in Adult care and Community Wellbeing which ultimately aims to reduce the number of new clients requiring long term funded care.	n/a as new measure in CBP 2018-2020	Actual 7% 2016/17	7%	7%	Lower percentage is better	n/a as new measure in CBP 2018-2020
		124. Percentage of completed episodes of Reablement where the outcome was either no ongoing support or support of a lower level New measure to monitor the effectiveness of the Reablement service, which is a key preventative activity for delaying or reducing need for longer term support services.	n/a as new measure in CBP 2018-2020	Actual 98% 2016/17	95%	95%	Higher percentage is better	n/a as new measure in CBP 2018-2020

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	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 to reassess their needs annually. This measure ensures people currently in receipt of long term support or in a residential / nursing placement are reassessed annually.	89%	Actual 44% Target 44.5%	90%	90%	Higher percentage is better	
Businesses are supported to grow								
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. This measure is reported with a 2 year lag. This means data for the academic year (September 2015- July 2016) is reported in 2017/18.	Academic year September 2015– July 2016 0.14% (this equates to around 140 exclusions. This is expressed as exclusions rather than children as a child could have more than one exclusion)	Academic year September 2014- July 2015 (reported in Q4 2016/17) 0.18% which equates to around 180 children.	Academic year September 2016– July 2017 0.12% (this equates to around 120 exclusions. This is expressed as exclusions rather than children as a child could have more than one exclusion)	Academic year September 2017– July 2018 0.10% (this equates to around 100 exclusions. This is expressed as exclusions rather than children as a child could have more than one exclusion)	Lower percentage is better	The Inclusive Lincolnshire Strategy only became available to schools in Sept 2016 in its complete form – before then, there was no Behaviour Outreach Support Service (BOSS) and no pre-exclusion places available in the Pupil Referral Unit. It is reasonable to expect progress to be made in academic year Sept 16- Jul 17, which will be reported in March 2019. Secondary schools represent the ongoing challenge going forward.
		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. (Reported annually in Q4.)	In line with national all authorities benchmark. National Benchmarking data is expected January 2018. Target will be confirmed once figures have been received. New measure in 2017/2018	New measure in 2017/2018 (reported in Q4)	43%	43%	Higher percentage is better	n/a New measure in 2017/2018 (reported in Q4)







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Sustaining and growing business and the economy 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.	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.	202	Actual 281 Target 101	360	241	Higher percentage is better	
		69. Businesses supported by the Council Number of businesses who receive direct support and advice from services the Council commission.	750	Actual 544 Target 375	797	542	Higher number 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 801 Target 500	525	525	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.	£35,000,000	Actual £33,152,321 Target £32,500,000	£18,891,735	£21,391,735	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	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	2	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. (Reported annually in Q4.)	50 properties protected	Reported annually in Q4	50 properties protected	TBC once 2018/19 outturn is known	Higher number of properties protected is better	








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environment is protected.	Reduce carbon emissions	<p>74. CO2 emissions from county council activity</p> <p>Carbon dioxide (CO₂) is a greenhouse gas which contributes, along with other gasses, to global warming and the resulting climate change. The County Council is no different to any other organisation in that its activities use energy and emit significant amounts of these gasses. (Reported annually in Q1) New baseline to be agreed for renewal of measure in 2018/19.</p>	22% as at March 2018	<p>Actual as at March 2017 17.47%</p> <p>Target as at March 2017 18%</p>	TBC in Quarter 1 2018/19 when new baseline for the measure is agreed.	TBC once 2018/19 outturn is known.	Lower amount of emissions is better	●
		<p>75. Lincolnshire CO2 reductions</p> <p>This is a nationally collected (by the Department for Communities and Local Government) set of data that shows the amount of greenhouse gas emissions (CO₂) from all sectors within the UK. The emissions for Lincolnshire are expressed as the amount of CO₂ emitted per person (capita). (Reported annually in Q1.)</p>	This measure is included for context and so It is not appropriate to set a target for this measure	<p>Actual 5.9 tonnes emitted per person 2015</p> <p>This is the latest data available from the Department of Energy and Climate Change</p>	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	<p>76. Recycling at County Council owned Household Waste Recycling Centres (HWRC)</p> <p>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.</p>	75%	<p>Actual 73.8%</p> <p>Target 75%</p>	73%	74%	Higher percentage is better	<p>We are seeing an overall reduction in the HWRCs recycling rate; a contributing factor will be the processing of some materials has been moved down the waste hierarchy from recycling to recovery.</p>
		<p>77. Tonnage of recycling material collected at the kerbside</p> <p>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</p>	This measure is included for context and so It is not appropriate to set a target for this measure	Actual 26,176 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	—	
					Through the new Joint Municipal Waste Management Strategy we will be seeking to review our HWRC service in order to overcome the challenges facing us and gradually return to our previous level of performance (75%).			●






Appendix A - Draft Council Business Plan 2018-2020

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 2017 – March 2018 Unless otherwise stated	Latest Performance and Target April 2017 – Sept 2017 (cumulative) Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2017  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
		the end of the Quarter to which it applies.						
		<p>78. Household waste recycled and composted The percentage of waste collected by either the County or District Councils which was reused, recycled or composted.</p>	55% Joint Municipal Waste Management Strategy	Actual 50.1% Target 55%	47% 48.5% In line with our draft Joint Municipal Waste Management Strategy objective "To contribute to the UK recycling target of 50% by 2020", the targets reflect steady progress towards 50%.	Higher amount of household waste recycled is better	Our year-end forecast is less than the previous year due to an increase in the reported level of contamination (non-recyclables) in the mixed dry recyclable material collected at the kerbside and the actual overall waste tonnage presented has reduced slightly. The aspirational target of 55% was set in our Joint Municipal Waste Strategy and need to be addressed. The Strategy is being refreshed in partnership with the District Councils. 	
		<p>79. Garden waste composted The tonnage of green waste collected by either the County or District Councils which was sent for composting.</p>	This measure is included for context and so It is not appropriate to set a target for this measure	Actual 53,294 tonnes	This measure is included for context and so It is not appropriate to set a target for this measure	Higher amount of green waste composted is better		
<p>Sustaining and developing prosperity through infrastructure</p> <p>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</p>	Reduce barriers to business growth	<p>81. Lincoln Eastern Bypass Contract awarded December 2016 and a start on site June 2017 with completion December 2019. Under a separate contract Network Rail are due to hand over the Spalding Rail bridge to LCC in March 2018 to enable access under the railway.</p> <p>127. Grantham Southern Relief Road Phase 1 commenced in September 2015 with completion in June 2016. Phase 2 expected to commence in April 2018 with completion in December 2019. Phase 3 expected to commence in April 2019 with completion in May 2022 subject to no Public Inquiry.</p> <p>82. Spalding Western Relief Road Phase 1 (Southern section known as Holland Park). Following the EIP adoption LCC will submit a planning application for the road only with an aspiration works commencement in Autumn 2021. Section 5 (Northern Connection) – SHDC in collaboration with LCC have submitted a bid to HCA through the Housing Infrastructure Fund Marginal Viability option for approximately £12m. If successful this will result in unlocking the opportunity to progress the project with a similar timescale as Section 1, only if the local plan is adopted and planning is granted.</p>			Activities			

Appendix A - Draft Council Business Plan 2018-2020










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 2017 – March 2018 Unless otherwise stated	Latest Performance and Target April 2017 – Sept 2017 (cumulative) Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2017  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured	
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.		83. Progress in preparation of the Lincoln Southern Relief Road Preparing an Outline Business Case for submission. Aiming to submit a Department for Transport Majors Fund bid in June 2018 with three options using the corridor in Local Plan based in previous consultation.	Activity						
		84. Condition of Principal roads Principal classified roads where maintenance should be considered as measured by SCANNER (Surface Condition Assessment for the National Network of Roads). Principal roads are A class roads e.g. A15, A158. Non-Principal classified roads are B and C class roads. (Reported annually in Q4.)	3% 2016/17	Actual 2% based on condition surveys done during 2016/17	3%	TBC once latest condition surveys are completed	Lower percentage is better		
		85. Condition of Non Principal roads Non Principal classified roads where maintenance should be considered as measured by SCANNER (Surface Condition Assessment for the National Network of Roads). Principal roads are A class roads e.g. A15, A158. Non-Principal classified roads are B and C class roads. (Reported annually in Q4.)	9% 2016/17	Actual 5% based on condition surveys done during 2016/17	7%	TBC once latest condition surveys are completed	Lower percentage is better		
		86. Condition of Unclassified roads Unclassified roads where maintenance should be considered as measured by SCANNER (Surface Condition Assessment for the National Network of Roads). Principal roads are A class roads e.g. A15, A158. Non-Principal classified roads are B and C class roads. (Reported annually in Q4.)	30% 2016/17	Actual 29% 2016/17 data	30%	TBC once latest condition surveys are completed	Lower percentage is better		
		108. Public Satisfaction with Highways and Transport services The National Highways and Transport (NHT) Network Public Satisfaction Survey collect public perspectives on, and satisfaction with, Highway and Transport Services in Local Authority areas. It is a unique, standardised, collaboration between Highway Authorities across the UK enabling comparison, knowledge sharing, and the potential to improve efficiencies by the sharing of good practice. The survey targets a balanced demographic of Lincolnshire's residents and provides detailed and summary results based on themes such as Highways Maintenance, Public Transport, Walking and Cycling, Tackling Congestion, Accessibility and Road Safety. The result for overall satisfaction is produced from a combination of these themes.	New measure for the CBP in 2018/2019		52%	To be in line with, or less than 2018/19 outturn	Higher percentage is better	n/a as new measure for the CBP in 2018/2019	

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Commissioning Strategy	Outcomes	Measures	Annual Target April 2017 – March 2018	Latest Performance and Target April 2017 – Sept 2017 (cumulative)	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2017
We effectively target our resources								
How we do our 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 2016/2017	Unqualified 2016/2017	Unqualified 2017/2018	Unqualified 2018/2019	n/a	
Enablers to the business	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%	3.5%	n/a	
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.	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 2016/2017	Unqualified 2016/2017, except for the availability of information for informed decision making	Unqualified 2017/2018	Unqualified 2018/19	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) (Reported annually in Q1.)	Effective with governance issues	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.	Data not yet available	It is not appropriate to set a target for this measure as turnover is provided for context only.	n/a		
		93. Sickness absence	To be confirmed after 2017/2018 Q1 data has been analysed	Data not yet available	TBC once 2017/18 outturn is confirmed	TBC once 2018/19 outturn is confirmed	Lower number of days is better	n/a
		106. Growth in apprenticeships and the knock on effect of the employment of 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	This is a new measure in 2017/18 (reported annually in Q4)	Reported annually in Q4	To be agreed once the implications of the Apprenticeship Reforms (which covers all ages) are understood.	n/a	n/a	

2018/19 and 2019/20 targets (where provided) in this document are informed by latest performance information (2017/2018 Q2) and are subject to change to reflect:- 2017/18 and 2018/19 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.

Appendix A - Draft Council Business Plan 2018-2020

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 2017 – March 2018 Unless otherwise stated	Latest Performance and Target April 2017 – Sept 2017 (cumulative) Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2017  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
	young people aged 16 - 24 within Lincolnshire County Council	number of apprentices employed in substantive roles year on year. This will be monitored and measured by workforce data.						
	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. (Reported annually in Q4.)	£1 million by March 2019 The target represents what will be achieved if the programme of rationalisation is completed to schedule	Actual £2,224,757 April 2015-March 2017 Target £1million by March 2019	£1 million by March 2019 The target represents what will be achieved if the programme of rationalisation is completed to schedule	n/a	Higher number of savings is better	
		95. Capital receipts Progression through property disposal towards a triennial set capital receipts target	£20million by April 2019 It is not appropriate to set an annual target	Actual Jul 17 – Sept 17 £1,361,633 Cumulative actual April 2016 – September 2017 £5,358,560	£20million by April 2019 It is not appropriate to set an annual target	£20million by April 2019 It is not appropriate to set an annual target	Higher number is better	A further £1.7m of receipts has been generated – final contract documents are not yet signed therefore this figure is not included in the total 
	Staff are made aware of their information assurance responsibilities	96. Information governance training This measure relates to the percentage of employees that undertake Information Governance training over a 12 month period. The subjects covered in the training include data protection, information security, freedom of information and records management. (Reported annually in Q4.)	80% 2016/2017	Actual 2016/2017 85% Target 2016/2017 80%	80%	80%	Higher percentage is better	
		97. Information assurance policies reviewed and updated within a 12 month period This measure relates to the number of information assurance policies that have been subject to review and update within the last 12 months. The process of review and update ensures that policies remain relevant, accurate, and reflect any changes as dictated by changes in legislation, best practice or other external compliance requirements. (Reported annually in Q4.)	100% 2016/2017	Actual 2016/2017 100%	100%	100%	Higher percentage is better	
	Record and investigate all reported security incidents in a timely manner to ensure	98. Reported security incidents The measure relates to the number of security incidents relating to council assets reported to the council's Information Assurance Team over the previous 12 months. A security incident is any fact or event which results in the compromise, misuse, or loss of council information. Where the cause of a security incident is identified, for	It is not appropriate to set a target for this measure	Actual 2016/2017 92	It is not appropriate to set a target for this measure	Lower number of incidents is better		

Appendix A - Draft Council Business Plan 2018-2020

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 2017 – March 2018 Unless otherwise stated	Latest Performance and Target April 2017 – Sept 2017 (cumulative) Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2017  - Achieved (within target range)  - Improving but not yet achieved  - Not achieved  - Measured
	impact is minimised and effective remedial action undertaken to reduce the likelihood of reoccurrence	example human error or malicious activity, corrective action is recommended in order to reduce the risk of an incident reoccurring. (Reported annually in Q4.)						
	Meet external information assurance compliance requirements	99. Public Services Network connection Compliance PSN (Public Services Network) is a network operated by a number of suppliers for government that provides a trusted, reliable, solution to departments, agencies, local authorities and other bodies that work in the public sector. Maintaining compliance requires the council to meet a number of information assurance requirements designed to provide an achievable and sensible baseline for security. (Reported annually in Q4.)	Compliant	Compliant	Compliant	Compliant	n/a	
	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 90.7% Target 75%	75%	75%	Higher percentage is better	
	Meet external information assurance compliance requirements	102. Department of Health Information Governance Toolkit The Information Governance Toolkit is an online system which allows NHS organisations and partners to assess themselves against Department of Health Information Governance policies and standards. The measure is successful annual submission of the Department of Health Information Governance toolkit. (Reported annually in Q1.)	Compliant	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 Please note the range of measures wef 1 Dec 2016 have been amended following change control	Of the 41 measures, performance for November 2017: 38 met contract Target Service Levels; 1 met contract Minimum Service Levels; 0 were below contract Minimum Service Level; 2 had an excusing cause/mitigation factor associated with it.	Meet targets within the contract	Meet targets within the contract	n/a	n/a

Appendix B Changes from Council Business Plan 2017/2018 to 2018/2020

Measures removed

Commissioning Strategy	Measure	Ref No	Reason	Executive Director
Sustaining and developing prosperity through infrastructure	Lincoln East West Link Road	80	Scheme completed in January 2017	Richard Wills
Adult Safeguarding	People report they feel safe	27	Doesn't relate to safeguarding intervention, Adult Social Care Outcomes Framework (ASCOF) measure too general and doesn't give any insight.	Glen Garrod
Specialist Adult Services	Overall satisfaction with care and support	53	Low response rates from survey for this group gives rise to too big a confidence interval and more volatility.	Glen Garrod
Carers	Carers who receive a direct payment	54	No longer appropriate as does not reflect an increase in 'Whole Family Approach' to monitoring.	Glen Garrod
	Carer reported quality of life	55	This indicator is made up of the answers to 6 questions in the Carers biennial survey. Performance in this indicator cannot be traced back to a specific question or theme nor is it realistic to improve the outcomes for carers in up to 6 areas.	Glen Garrod
	Carers supported to delay the care and support for the person they care for	57	Indicator no longer serving as an effective prevention measure, as the priority is collaboration.	Glen Garrod
	Carers who find it easy to find information about services	58	Reporting from the biennial survey is too infrequent.	Glen Garrod
Protecting the Public	Youth Offending Victim Engagement	16	No longer a priority measure.	Debbie Barnes

Measures added

Commissioning Strategy	Measure	Ref No	Reason	Executive Director/Director
Sustaining and developing prosperity through infrastructure	Public satisfaction with Highways and Transport Services	108	To provide a view of the public perspective on Highways and Transport Services.	Richard Wills
	People supported to successfully quit smoking	111	Supports a number of areas of the Joint Strategic Needs Assessment and aligns to the Public Health Outcomes Framework which measures a number of population level outcomes regarding smoking.	Glen Garrod
Community Wellbeing	Percentage of people accessing housing-related support services that are successfully supported to access and maintain their settled accommodation	112	Supports the Council to meet its Care Act responsibilities regarding prevention and also supports wider Public Health Outcomes Framework outcomes regarding housing. The target is aligned to the KPI in the contract.	Glen Garrod
	Percentage of emergency and urgent deliveries and collections completed on time within Integrated Community Equipment Services	113	This is a core commissioned service in the Community Wellbeing Commissioning Strategy and supports the Council to meet its Care Act responsibilities. The target is aligned to the KPI in the contract.	Glen Garrod
Adult Safeguarding	Percentage of concluded Section 42 enquiries where the desired outcomes were fully or partially achieved	116	New measure to track the progress on Making Safeguarding Personal (MSP). This will be derived from the new mandatory reporting table in the Safeguarding Adults Collection (SAC).	Glen Garrod
	Percentage of adults aged 18-64 with a mental health problem living independently	117	LPFT measure, expected to be reported from Q1 2018/19.	Glen Garrod

Specialist Adult Services	Percentage of carers who reported that they had as much social contact as they would like	120	Identified from the last survey as significantly impacting on a carers' quality of life. Linked to social isolation project in Community Wellbeing and with employment project with the Lincolnshire carers Service.	Glen Garrod
Carers	Percentage of eligible carers (caring for adults) who have received a review of their needs in the period	121	New measure to ensure LCC's responsibilities under the Care Act are met to review carers who meet the national threshold for support.	Glen Garrod
	Percentage of completed episodes of Reablement where the outcome was either no ongoing support or support of a lower level	124	Monitor the effectiveness of the Reablement service. Lincolnshire are the best performing authority in this respect compared to our CIPFA comparator group.	Glen Garrod

Changes to measures

Commissioning Strategy	Measure changed from	Ref	Measure changed to	Reason	Director
Community Wellbeing	Number of Health and Social Care Staff trained in Making Every Contact Count (MECC)	103/ 109	Number of frontline staff and volunteers trained in making Every Contact Count (MECC) (measure 109)	Proposed descriptor change to reflect the wider workforce to which the programme is being rolled out. Whilst the proposed measure is not a Public Health Outcomes Framework indicator the measure meets needs identified in the Joint Strategic Needs Assessment.	Glen Garrod

Community Wellbeing	Older people supported by the Wellbeing service to maintain their independence	32/110	People supported by the Wellbeing Service to improve their outcomes	The proposed measure supports a number of areas of the Joint Strategic Needs Assessment and the Council to meet its Care Act responsibilities regarding prevention. The proposed measure is also aligns to the KPI in the newly commissioned Wellbeing Service.	Glen Garrod
Adult Safeguarding	Safeguarding referrals where the 'source of risk' is a service provider	29/114	Percentage of completed Section 42 safeguarding enquiries where risk was identified where the 'source of risk' is a service provider.	Previous measure doesn't relate to safeguarding intervention, Adult Social Care Outcomes Framework (ASCOF) measure too general and doesn't give any insight. This enables benchmarking from the Safeguarding Collection with other authorities.	Glen Garrod
	Adult safeguarding reviews where risk was reduced or removed	30/115	Percentage of 'Deprivation of Liberty Safeguards' (DoLS) applications completed	LCC not able to always remove or reduce risk as person can make own decisions to accept risk. Superseded by new measure which will be a more accurate measure of success of safeguarding intervention. A national	Glen Garrod

				issue post 'Cheshire West' judgement, which impacted all authorities.	
Specialist Adult Services	Adults in contact with secondary mental health services living independently	50/ 117	Percentage of adults aged 18-64 with a mental health problem living independently	Low ability to influence outturns on performance. Superseded by new LPFT measure which reflects S75 MH clients where independence can be influenced.	Glen Garrod
	Adults who have received a review of their need (Learning Disability or Mental Health)	52/ 118/ 119	118 - Percentage of adults with a learning disability in receipt of long term support for 12 months or more who have been reviewed in the period 119 - Percentage of adults aged 18-64 with a mental health need in receipt of long term support for 12 months or more who have been reviewed in the period	This indicator is now split into 2 new review measures one for LD (118) and one for MH (119). The measure was combined previously, with two new measures created to monitor (internal) learning disability and (S75 commissioned) LPFT mental health activity separately.	Glen Garrod
Adult Frailty	Requests for support from new clients, where the outcome was universal services/signposting	61/ 122	Percentage of requests for support for new clients, aged 65 or over, where the outcome was long term support services	The previous measure did not reflect the extent of the preventative work in Adult Care and Community Wellbeing which ultimately aims to reduce the number of new clients requiring long term funded care.	Glen Garrod
	People using the service with control over their daily life	62/ 123	Percentage of people who report that services help them to	The original measure has been replaced by	Glen Garrod

				have control over their daily life (Survey measure)	the survey which will more closely measure the 'impact' of the social care service in helping the person to have control over their daily life, rather than a client's general feeling of control (similar to generally feeling safe that was also removed)	
Protecting the Public	Juvenile re-offending	18/ 125	Juvenile re-offending		The Ministry of Justice has changed the methodology for measuring reoffending. There has been a move to a three month cohort rather than a 12 month cohort. The cohort will still be tracked over 12 months. Changing from 12 month cohorts to the 3 month cohorts results in a greater proportion of prolific offenders and hence higher reoffending rates, though both measures show similar trends over time at a national level.	Debbie Barnes
How we do our business	Information Governance Policies	97	Information Assurance Policies		Reflect change in terminology	Richard Wills
Enablers to the business						

**Partnership
engagement and
support**

Changes to wording of outcomes

Commissioning Strategy	Outcome changed from	Outcome changed to	Director
How we do our business	Staff are made aware of their information	Staff are made aware of their information assurance responsibilities	Tony McArdle
Enablers to the business	governance responsibilities		
Partnership engagement and support			

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

Report to:	Overview and Scrutiny Management Board
Date:	25 January 2018
Subject:	The Scrutiny Review Process

Summary:

The Overview and Scrutiny Management Board are being invited to determine the process by which topics for scrutiny reviews should be decided.

Actions Required:

That the Board decides on the process for agreeing topics for scrutiny review and:

- a) limits the number of reviews to no more than two at any time.
- b) agrees that the Overview and Scrutiny Management Board makes the final decision on whether a review should take place.

1. Background

At its meeting on 21 December 2017 this Board resolved to determine at its next meeting how topics for scrutiny reviews should be agreed.

Scrutiny reviews are carried out by the two recently established Scrutiny Panels. These reviews are opportunities for scrutiny councillors to delve deeper into a particular subject or issue to find out more, speak to the individuals responsible and service users and recommend any ways in which things could be improved.

This work is usually at a level not always possible within the time limits and formal setting associated with committee meetings.

Scrutiny Panels have a standing chairman and vice-chairman, appointed annually, but the rest of the Panel (of up to six councillors) are selected on the basis of the skills and knowledge required for the topic being reviewed and are established by the Overview and Scrutiny Management Board. By their very nature Scrutiny Reviews are resource intensive and require a significant time commitment from officers and members.

2. Recommendations

It is therefore recommended that there should not be more than two reviews being carried out at any one time.

It is also recommended that the potential topics be submitted, normally after discussion with the appropriate scrutiny committee chairman, by scrutiny committees, executive councillors or officers using the scrutiny review topic form attached at Appendix A to this report. This process will illustrate how the 'sponsor' of the topic has had regard to the scrutiny toolkit when submitting a potential topic for review.

The Scrutiny Team, in consultation with officers from the relevant service areas, will then carry out a SMART analysis of the review in terms of its outcomes being **Specific, Measurable, Attainable, Relevant and Timely**. Examples of outcomes that would be relevant to Lincolnshire would include best use of resources, improvements to the quality of life of residents, and efficiencies/savings.

It is recommended that the final decision on whether a review takes place should rest with the Overview and Scrutiny Management Board, having regard to the above input of officers.

3. Conclusion

The Overview and Scrutiny Management Board is required to agree the process for deciding scrutiny review topics.

4. Consultation

a) Have Risks and Impact Analysis been carried out??

Yes

b) Risks and Impact Analysis

No material risks have been identified.

5. Appendices

These are listed below and attached at the back of the report

Appendix A	Scrutiny Review submission form
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6. Background Papers

Document title	Where the document can be viewed
Minutes of the Overview and Scrutiny Management Board 21 December 2017	Democratic Services
Scrutiny Handbook 2017	Democratic Services

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

SCRUTINY REVIEW TOPIC SUGGESTIONS

Name:	
On behalf of: <i>(Please complete if on behalf of a Scrutiny Committee)</i>	

Please provide as much information on the suggested review as possible.

Topic/Area	
Review Timeline	
Reason	

Please give consideration to the questions below before submitting this form.

1. Will scrutiny input add value? <small>(Consider: if there is a clear objective; what the identifiable benefits to residents and the council are; what evidence there is to support the need for scrutiny; what the likelihood of achieving a desired outcome is; if the topic is strategic and significant rather than relative to an individual complaint; and if there are adequate resources to ensure any scrutiny activity can be done well)</small>	YES/NO
2. Is the topic a concern to local residents? <small>(Consider: if there will be a potential impact for one or more section(s) of the local population; if the issues has been identified by Members through surgeries or other contact with constituents; if there is increased user dissatisfaction with the service; and if the topic has been covered in the local media or on social media)</small>	YES/NO
3. Is it a Council or partner priority area? <small>(Consider: if the topic relates to council corporate priority areas; if there is a high level of budgetary commitment to service/police area; and if it is a poor performing service (evidenced from performance indicators/benchmarking))</small>	YES/NO
4. Are there relevant external factors relating to the issues? <small>(Consider: central government priority area; new government guidance or legislation; issues raised by an internal or external audit or from formal inspections; and key reports or new evidence provided by external organisations)</small>	YES/NO
5. Is there scope for scrutiny to add value/make a difference or have a clear impact?	YES/NO
6. Is new legislation or guidance expected within the next year?	YES/NO
7. Is this issue being examined elsewhere?	YES/NO
8. Can the objective of scrutiny involvement be achieved in the specified timescale required?	YES/NO

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Policy and Scrutiny

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

Report to:	Overview and Scrutiny Management Board
Date:	25 January 2018
Subject:	Scrutiny Committee Work Programmes: - <ul style="list-style-type: none"> • Children and Young People Scrutiny Committee • Public Protection and Communities Scrutiny Committee

Summary:

On 29 June 2017, the Overview and Scrutiny Management Board agreed a process for reviewing the work programmes of scrutiny committees whereby the work programme of each scrutiny committee would be considered on a quarterly basis, with the focus on two or three scrutiny committee work programmes at each meeting of this Board. This would allow in-depth consideration of the work programme; both in terms of the outcomes from the items considered and intended future activity.

In accordance with the Board's agreed programme, this report sets out the work programmes of the Children and Young People Scrutiny Committee; and the Public Protection and Communities Scrutiny Committee.

Actions Required:

- (1) The Overview and Scrutiny Management Board is invited to consider whether it is satisfied with the content of the work programmes of:
 - the Children and Young People Scrutiny Committee (Appendix A to this report); and
 - the Public Protection and Communities Scrutiny Committee (Appendix B).
- (2) Depending on its decisions in (1) above, the Overview and Scrutiny Management Board is invited to make suggestions on the content of the work programmes of the two committees listed above.

1. Background

One of the roles of the Overview and Scrutiny Management Board is to challenge, review and hold to account the work programmes of each scrutiny committee.

On 29 June 2017, the Board agreed a process whereby the work programme of each scrutiny committee would be considered on a quarterly basis to allow for more in-depth consideration. To facilitate this, the chairman of each scrutiny committee would be invited to provide an update on the work of their committee and any working groups, and highlight future items that their committee will be focussing on.

The following reporting timetable has been agreed:

Scrutiny Committee	First Review	Second Review	Third Review
Adults and Community Wellbeing	27 Jul 2017	30 Nov 2017	29 Mar 2018
Health			
Children and Young People	28 Sept 2017	25 Jan 2018	26 Apr 2018
Public Protection and Communities			
Environment and Economy	26 Oct 2017	1 Mar 2018	24 May 2018
Highways and Transport			
Flood and Water Management			

Children and Young People Scrutiny Committee

The work programme of the Children and Young People Scrutiny Committee is attached at Appendix A. Councillor Robert Foulkes, the Chairman of the Children and Young People Scrutiny Committee, will be making a statement to provide supporting information on the content of the work programme.

Public Protection and Communities Scrutiny Committee

The work programme of the Public Protection and Communities Scrutiny Committee is attached at Appendix B. Councillor Nigel Pepper, the Chairman of the Public Protection and Communities Scrutiny Committee, will be making a statement to provide supporting information on the content of the work programme.

2. Conclusion

As part of the new reporting arrangements of the work programmes of scrutiny committees, the Overview and Scrutiny Management Board is asked to consider the work programmes of the Children and Young Scrutiny Committee, and the Public Protection and Communities Scrutiny Committee.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Children and Young People Scrutiny Committee Work Programme
Appendix B	Public Protection and Communities Scrutiny Committee Work Programme

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 Evans, Health Scrutiny Officer, who can be contacted on 01522 553607 or by e-mail at Simon.Evans@lincolnshire.gov.uk, and Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

Work Since September 2017

Since the last report of this Committee to the Board on 28 September 2017, two further meetings of the Children and Young People Scrutiny Committee have taken place and a further meeting is taking place on 19 January (after the despatch of this agenda). The key issues that the Committee has considered since September are:

Proposed Changes to Enhanced Resource Provision Units Supporting Children with Hearing Impairments

On 20 October 2017, the Committee supported a consultation on *Proposed Changes to Enhanced Resource Provision Units Supporting Children with Hearing Impairments*. The Committee agreed to support the proposals for consultation. On 19 January 2018, the Committee is due to consider the outcomes of the consultation, with the report to the Executive Councillor favouring a proposal to decommission the Enhanced Resource Units and support children in mainstream schools.

Building Communities of Specialist Provision for Children and Young People with Special Educational Needs and Disabilities

On 1 December 2017, the Committee considered a pre-decision scrutiny report on *Building Communities of Specialist Provision for Children and Young People with Special Educational Needs and Disabilities*, which set out the proposed strategy for special school provision in the County. The proposed strategy has many aims including reducing the length of journeys to school for pupils with SEND by ensuring all special schools can meet all types of need and disability, so pupils can go to their nearest school.

The Committee stressed the importance of communicating with parents during the implementation phase of the proposals; and was assured that the eventual implementation of the proposals would be gradual. This consultation is ongoing and closes on 14 March 2018. The Committee is due to consider the outcomes of the consultation in June 2018.

Alternative Education Provision for Key Stage Four Pupils

On 1 December 2017, the Committee considered a report on the commissioning plan for *Alternative Education Provision for Key Stage Four Pupils* who are excluded from schools. This again was a pre-decision scrutiny item and the commissioning arrangements were supported by the Committee, which included provision for a minimum of 75 pupils, up to a maximum of 125 places.

National Funding Formula for Mainstream Schools

On 1 December, the Committee supported the recommendation in a pre-decision scrutiny item on the *National Funding Formula for Mainstream Schools*. This was

the final stage of a two part consultation process initiated by the Government. The Committee was concerned over the limited time given by the Government for the second part of the consultation period. The Committee also agreed to support efforts to support the lobbying of the Government for a fairer funding formula for schools in Lincolnshire, as it continued to be a comparatively low-funded area under the National Funding Formula

Inclusive Lincolnshire Strategy

On 21 July 2017, the Committee considered an item on the Inclusive Lincolnshire Strategy, which had been implemented in 2016/17 to address the problem of a rising and unsustainable rate of permanent exclusions from Lincolnshire schools. On 19 January 2018, the Committee is due to consider a report, which will outline progress on this topic.

Future Work Planned

9 March 2018		
Item	Contributor	Purpose
Proposal to amend the age ranges of Grainthorpe Primary School and Marshchapel Primary School (Final Decision)	Matthew Clayton, Admissions and Education Provision Manager	Pre-Decision Scrutiny <i>(Executive Councillor Decision: 23 March 2018)</i>
Lincolnshire Local Authority School Performance 2016-17	Martin Smith, Children's Service Manager - School Standards	Performance Scrutiny
Restorative Panels Pilot	Andy Cook, Youth Offending Manager	Policy Review
Partners in Practice	Tara Jones, Children's Service Manager – Partners in Practice	Policy Review
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Update <i>(15 January 2018 minutes)</i>	Cllr Sarah Dodds, Chairman of the Sub Group	Member Report
Theme Performance: Quarter 3	Sally Savage, Chief Commissioning Officer – Children's	Performance Scrutiny

20 April 2018		
Item	Contributor	Purpose
Prevent and the Implications for Children and Young People	Nicole Hilton, Community Assets and Resilience Commissioning Manager	Policy Development
Monks Abbey Primary School – Change to Planned Admission Number	Matthew Clayton, Admissions and Education Provision Manager	Pre-Decision Scrutiny <i>(Executive Councillor Decision – 8 May 2017)</i>
Supported Accommodation for Looked After Children	Janice Spencer, Assistant Director – Children's Safeguarding	Pre-Decision Scrutiny <i>(Executive Councillor Decision: Date to be determined)</i>
Corporate Parenting Sub-Group Update <i>(15 March 2018 minutes)</i>	Cllr David Brailsford, Chairman of the Sub Group	Member Report

8 June 2018		
Item	Contributor	Purpose
Building Communities of Specialist Provision – A Collaborative Strategy for Children and Young People with Special Education Needs and Disabilities in Lincolnshire	Eileen McMorrow, Senior Project Officer SEND Review	Pre-Decision Scrutiny <i>(Executive Councillor Decision - Date to be confirmed)</i>
Lincolnshire Safeguarding Boards Scrutiny Sub-Group Update <i>(16 April 2018 minutes)</i>	Cllr Sarah Dodds, Chairman of the Sub-Group	Member Report
Theme Performance: Quarter 4	Sally Savage, Chief Commissioning Officer – Children's	Performance Scrutiny

20 July 2018		
Item	Contributor	Purpose
Corporate Parenting Sub Group Update <i>(14 June 2018 minutes)</i>	Cllr David Brailsford, Chairman of the Sub-Group	Member Report

Items To Be Programmed

- Lincolnshire Learning Partnership (LLP) Strategic Plan and Impact Evaluation, including:
 - *educational policy updates and impact in Lincolnshire's schools;*
 - *school improvement, including support for maintained schools and academies;*
 - *small rural schools;*
 - *monitoring the changing position and how the Local Authority is fulfilling its responsibilities;*
 - *relationship with academies and Regional Schools Commissioner; and*
 - *overview of academies and maintained schools; and.)*
- Home to School Transport Policy Significant Place Planning and the Process for School Reorganisation.
- Safeguarding Children and Social Care Work
- Educational Progress of Looked After Children (LAC)
- Post Adoption Support
- Support for Foster Carers
- Funding for Special Education Needs, and the process behind Educations Health and Care Plans.

PUBLIC PROTECTION AND COMMUNITIES SCRUTINY COMMITTEE

Work Since September 2017

Since the last report of this Committee to the Board on 28 September 2017, three further meetings of the Public Protection and Communities Scrutiny Committee have taken place. The key issues that the Committee has considered are:

Future Structure for the Heritage Service

The Future Structure for the Heritage Service Working Group met three times in late September / early October 2017, and provided robust and challenging feedback to officers. The Working Group reviewed the opportunities and risks presented by the different governance options and reported back to the Committee in October 2017.

The Working Group concluded that more time was needed to make a decision on what the right fit for the service would be. The Committee endorsed the need for officers to focus on the offer LCC wanted to make and what the service would look like before considering what the best delivery model would be. Because of this the Committee acknowledged that timescales would need to be reviewed, with any decision now going into the new financial year.

Road Safety Partnership Annual Report

In October 2017 the Committee considered the Lincolnshire Road Safety Partnership (LRSP) Annual Report which provided the committee with the opportunity to review detailed information on the fatal, and killed and serious injury (KSI) casualty figures for Lincolnshire. The report also provided data on trends, comparisons and areas of priority for the Road Safety Partnership moving into 2018.

The Committee endorsed the work of the Road Safety Partnership and requested to continue to review this information on an annual basis.

Fire and Rescue – Fire Peer Challenge Report

In December 2017 the Committee reviewed the outcome of the Fire and Rescue Fire Peer Challenge following a Local Government Association and National Fire Chiefs Council Fire Peer Challenge over the period 26 – 29 September 2017.

Feedback from the Peer Challenge was generally positive. An action plan is currently being developed to address those ‘areas for consideration’ identified in the report and this will be presented to the Committee in June 2018 for review.

Engagement Strategy

In December 2017 the Committee reviewed the working being undertaken to bring together the Council's engagement and customer-related documents into one Engagement Strategy. The Committee considered potential future options in the development of the strategy and supported the use of a workshop open to all elected

members which took place on Tuesday 9 January 2018, to consider potential future options.

Adult Offending and Assisting Rehabilitation through Collaboration

Sitting as the Crime and Disorder Scrutiny Committee the Committee reviewed information on the delivery of Assisting Rehabilitation through Collaboration (ARC) and how it is reducing offending by the most prolific offenders in Lincolnshire through the use of a multi-agency approach.

The Committee endorsed the progress made by the scheme to reduce offending throughout the county.

Future Work Planned

23 JANUARY 2018 – 10:00am		
Item	Contributor	Purpose
Revenue and Capital Budget Proposals 2018/19	Nick Borrill, Chief Fire Officer; County Officer - Public Protection; Nicole Hilton, Chief Community Engagement Officer	PRE-DECISION SCRUTINY Executive – 06 February 2018 Budget proposals for 2018/19.
Domestic Abuse Support Services Re-procurement	Sara Barry, Safer Communities Manager	PRE-DECISION SCRUTINY Executive Councillor(s) – 30 January 2018
Emergency Planning Item - Grenfell Tower Response	Ian Reed, Emergency Planning and Business Continuity Manager	To provide an overview of the Grenfell Tower fire and to review the lessons learnt and potential implications for Lincolnshire County Council.
Sitting as the Crime and Disorder Scrutiny Committee		
Alcohol related Anti-Social Behaviour and Alcohol Related Violence in Lincolnshire	Sara Barry, Safer Communities Manager	Consideration of the work being undertaken through the Community Safety Partnership in relation to Anti-Social Behaviour and Alcohol Related Violence in Lincolnshire.

13 MARCH 2018 – 10:00am		
Item	Contributor	Purpose
Engagement Strategy	Nicole Hilton, Chief Community Engagement Officer, Bev Finnegan, Programme Manager, Community Engagement	PRE-DECISION SCRUTINY Executive – 04 April 2018

13 MARCH 2018 – 10:00am		
Item	Contributor	Purpose
Quarter 3 Performance Report (1 October to 31 December 2017)	Nick Borrill, Chief Fire Officer, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information.
Blue Light Collaboration Progress Report	Nick Borrill, Chief Fire Officer, Tim Joyce	Review of the current progress towards integrated Blue Light Collaboration in Lincolnshire.
Sitting as the Crime and Disorder Scrutiny Committee		
Lincolnshire Community Safety Partnership Priorities	Sara Barry, Safer Communities Manager	Consultation item on the future priorities for the Lincolnshire Community Safety Partnership.

24 APRIL 2018 – 10:00am		
Item	Contributor	Purpose
Future Model of the Heritage Service	Nicole Hilton, Chief Community Engagement Officer, Louise Egan, Libraries & Heritage Client Lead	PRE-DECISION SCRUTINY Executive – 3 July 2018
LFR Wellbeing Strategy	Simon York, Area Manager; Debbie Yeates, Area Manager Corporate Support	To provide an overview of the new fire and rescue strategy to promote health and wellbeing within the workforce

12 JUNE 2018 – 10:00am		
Item	Contributor	Purpose
Quarter 4 Performance Report (1 January to 31 March 2018)	Nick Borrill, Chief Fire Officer, County Officer - Public Protection, Nicole Hilton, Chief Community Engagement Officer	Review of the Key Performance and Customer Satisfaction Information
Fire Peer Challenge Action Plan	Nick Borrill, Chief Fire Officer	Update on progress Fire Peer Challenge action plan
Consultation & Engagement Activity Review	Nicole Hilton, Chief Community Engagement Officer Bev Finnegan	A review of council wide consultation & engagement activity and how it helps the Council to effectively engage people and be better informed to improve service provision.

12 JUNE 2018 – 10:00am		
Item	Contributor	Purpose
Volunteers	Nicole Hilton, Chief Community Engagement Officer Bev Finnegan	An update on the range of volunteering roles within the Council, the policy and documents that enable effective management, and how the invaluable contribution will be recognised during Volunteers Week. Additionally, expectations, outcomes and achievements of current grant funding to support volunteering.

24 JULY 2018 – 10:00am		
Item	Contributor	Purpose
Performance of the Library Services Contract – Year Two Review Report	Nicole Hilton, Chief Community Engagement Officer Michaela Finan	Review of GLL's second year performance and key performance indicators (KPI).
LFR Prevention and Protection Activities	Simon York, Area Manager	To provide an overview of the current activities undertaken to promote fire safety to the community and business
Financial Inclusion	Nicole/Bev Finnegan/ Lynne Faulder	Background on national documents and reports (including parliamentary / government), the financial inclusion challenges facing Lincolnshire, where we are within the local context, including key drivers, and priorities.

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Policy and Scrutiny

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

Report to:	Overview and Scrutiny Management Board
Date:	25 January 2018
Subject:	Overview and Scrutiny Management Board Work Programme

Summary:

This item enables the Board to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit. Members are encouraged to highlight items that could be included for consideration in the work programme.

The work programme will be reviewed at each meeting of the Board to ensure that its contents are still relevant and will add value to the work of the Council and partners.

Actions Required:

Members of the Board are invited to:

- 1) Review and agree the Board's work programme as set out in Appendix A to this report.
- 2) Highlight for discussion any additional scrutiny activity which could be included for consideration in the work programme.

1. Background

Overview and Scrutiny should be positive, constructive, independent, fair and open. The scrutiny process should be challenging, as its aim is to identify areas for improvement. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

Overview and scrutiny committees should not, as a general rule, involve themselves in relatively minor matters or individual cases, particularly where there are other processes, which can handle these issues more effectively.

All members of overview and scrutiny committees are encouraged to bring forward important items of community interest to the Board whilst recognising that not all items will be taken up depending on available resource and assessment against the prioritisation toolkit.

Purpose of Scrutiny Activity

Set out below are the definitions used to describe the types of scrutiny, relating to the items on the Board's Work Programme:

Policy Development - The Board is involved in the development of policy, usually at an early stage, where a range of options are being considered.

Pre-Decision Scrutiny - The Board is scrutinising a proposal, prior to a decision on the proposal by the Executive, the Executive Councillor or a senior officer.

Policy Review - The Board is reviewing the implementation of policy, to consider the success, impact, outcomes and performance.

Performance Scrutiny - The Board is scrutinising periodic performance, issue specific performance or external inspection reports.

Consultation - The Board is responding to (or making arrangements to) respond to a consultation, either formally or informally. This includes pre-consultation engagement.

Budget Scrutiny - The Board is scrutinising the previous year's budget, or the current year's budget or proposals for the future year's budget.

Requests for specific items for information should be dealt with by other means, for instance briefing papers to members.

Identifying Topics

Selecting the right topics where scrutiny can add value is essential in order for scrutiny to be a positive influence on the work of the Council. Members may wish to consider the following questions when highlighting potential topics for discussion to the Board:-

- Will Scrutiny input add value?
Is there a clear objective for scrutinising the topic, what are the identifiable benefits and what is the likelihood of achieving a desired outcome?
- Is the topic a concern to local residents?
Does the topic have a potential impact for one or more section(s) of the local population?
- Is the topic a Council or partner priority area?
Does the topic relate to council corporate priority areas and is there a high level of budgetary commitment to the service/policy area?
- Are there relevant external factors relating to the issue?
Is the topic a central government priority area or is it a result of new government guidance or legislation?

Scrutiny and Executive Protocol

The County Council's Scrutiny and Executive Protocol sets out practical working arrangements which develops a unity of purpose between the Executive, overview and scrutiny committees as well as the Council's senior managers.

The Protocol provides a framework for positive relationships between the Executive and overview and scrutiny committees, but its effectiveness is dependent on all councillors and officers accepting the principles underlying the Protocol.

The Protocol includes the following expectations:

- The Chairman or Vice Chairman of the Overview and Scrutiny Management Board will as far as possible attend each meeting of the Executive.
- The Chairmen or Vice Chairmen of overview and scrutiny committees should attend meetings of the Executive, where an item relevant to their committee's remit is being considered.
- Regular briefing meetings are recommended between the Chairmen and Vice Chairmen of overview and scrutiny committees and the relevant Executive Councillor(s) and Executive Support Councillor(s). These meetings should include the scrutiny officers, and any relevant officers if required.
- It is accepted that Executive Councillors may not be able to attend all meetings of their relevant overview and scrutiny committees. An overview and scrutiny committee may request the attendance of an Executive Councillor for a particular item on the agenda. In such cases if the Executive Councillor is not available he or she should be represented by the Executive Support Councillor.

Scrutiny Panel Activity

Where a topic requires more in-depth consideration, the Board may commission a Scrutiny Panel to undertake a Scrutiny Review, subject to the availability of resources and approval of the Board. Details of Scrutiny Panel activity is set out in Appendix B.

Work Programme items on scrutiny review activity can include discussion on possible scrutiny review items; finalising the scoping for the review; consideration and approval of the final report; the response to the report; and monitoring outcomes of previous reviews.

The Board may also establish a maximum of two working groups at any one time, comprising a group of members from the Board.

Committee Working Group Activity

Scrutiny Committees may establish informal working groups, which can meet a maximum of three times, 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 November 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

The Board's work programme for the coming year is attached at Appendix A to this report.

Members of the Board are invited to review, consider and comment on the work programme as set out in Appendix A and highlight for discussion any additional scrutiny activity which could be included for consideration in the work programme.

Consideration should be given to the items included in the work programme as well as any 'items to be programmed' listed.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

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 Board – Work Programme
Appendix B	Scrutiny Panel Activity
Appendix C	Working Group Activity
Appendix D	Forward Plan of Decisions

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 Evans, Health Scrutiny Officer, who can be contacted on 01522 552164 or by e-mail at Simon.Evans@lincolnshire.gov.uk

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Chairman: Councillor Robert Parker
 Vice Chairman: Councillor Lindsey Cawrey

Each agenda includes the following standard items:

- **Call-in (if required)**
- **Councillor Call for Action (if required)**
- **Future Scrutiny Reviews**

25 January 2018		
Item	Contributor	Purpose
Revenue and Capital Budget Monitoring Report 2017/18	David Forbes, County Finance Officer	Pre-Decision Scrutiny <i>(Executive Decision on 6 February 2018)</i>
Council Budget 2018/19	David Forbes, County Finance Officer	Budget Scrutiny <i>(Council Decision on 23 February 2018)</i>
Service Budget Proposals 2018/19	David Forbes, County Finance Officer	Budget Scrutiny <i>(Council Decision on 23 February 2018)</i>
Final Draft Council Business Plan 2018/19	Jasmine Sodhi, Performance and Equalities Manager	Pre-Decision Scrutiny <i>(Executive Decision on 6 February 2018)</i>
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Children and Young People Scrutiny Committee • Public Protection and Communities Scrutiny Committee 	Cllr Robert Foulkes Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

1 March 2018		
Item	Contributor	Purpose
2017/18 Council Business Plan Quarter 3	Jasmine Sodhi Performance and Equalities Manager	Performance Scrutiny / Pre-Decision Scrutiny (Executive decision on 6 March 2018)
Treasury Management Strategy Statement and Annual Investment Strategy 2018/19	Karen Tonge Treasury Manager	Pre-Decision Scrutiny
Property Company	Kevin Kendall, County Property Officer	Pre-Decision Scrutiny (Executive Decision on 6 March 2018)
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> Environment and Economy Scrutiny Committee Highways and Transport Scrutiny Committee 	Cllr Tony Bridges Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes Chairman of Highways and Transport Scrutiny Committee	Performance Scrutiny
Treasury Management Performance Quarter 3 (1 September 2017 to 31 December 2017)	Karen Tonge Treasury Manager	Performance Scrutiny (For Information)

29 March 2018		
Item	Contributor	Purpose
Performance of the Corporate Support Services Contract	Sophie Reeve, Chief Commercial Officer Arnd Hobohm, Corporate Support Services Contract Manager	Performance Scrutiny

29 March 2018		
Item	Contributor	Purpose
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Adults and Community Wellbeing Scrutiny Committee • Health Scrutiny Committee 	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

26 April 2018		
Item	Contributor	Purpose
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Children and Young People Scrutiny Committee • Public Protection and Communities Scrutiny Committee 	Cllr Robert Foulkes Chairman of Children and Young People Scrutiny Committee Cllr Nigel Pepper Chairman of Public Protection and Communities Scrutiny Committee	Performance Scrutiny

24 May 2018		
Item	Contributor	Purpose
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Environment and Economy Scrutiny Committee • Highways and Transport Scrutiny Committee • Flood and Water Management Scrutiny Committee 	Cllr Tony Bridges Chairman of Environment and Economy Scrutiny Committee Cllr Mike Brookes Chairman of Highways and Transport Scrutiny Committee Cllr Daniel McNally Chairman of the Flood and Water Management Scrutiny Committee	Performance Scrutiny

28 June 2018		
Item	Contributor	Purpose
Review of Financial Performance Report 2017/18	County Finance Officer	Budget Scrutiny / Pre-Decision Scrutiny
2017/18 Council Business Plan Quarter 4	Jasmine Sodhi, Performance and Equalities Manager	Performance Scrutiny
Treasury Management Annual Report 2016/17	Karen Tonge, Treasury Manager	Performance Scrutiny
Overview and Scrutiny Work Programmes <ul style="list-style-type: none"> • Adults and Community Wellbeing Scrutiny Committee • Health Scrutiny Committee 	Cllr Hugo Marfleet, Chairman of Adults and Community Wellbeing Scrutiny Committee Cllr Carl Macey, Chairman of Health Scrutiny Committee	Performance Scrutiny

For more information about the work of the Overview and Scrutiny Management Board please contact Simon Evans, Health Scrutiny Officer, on 01522 552164 or by e-mail at Simon.Evans@lincolnshire.gov.uk

Scrutiny Panel Activity

(as at 16 January 2018)

Current Reviews

Scrutiny Panel A	Membership	Completion Date
Development of Future IT Provision to Support Council Working Practices	Councillors Mrs J Brockway (Chairman), S Dodds (Vice Chairman), B Aron, M Boles, Mrs P Cooper, S Roe, H Spratt and M Whittington	Overview and Scrutiny Management Board on 31 May 2018

Scrutiny Panel B	Membership	Completion Date
Impact of the Part Night Street Lighting Policy	Councillors Mrs A Newton (Chairman), S Kirk (Vice Chairman), D McNally, R Renshaw, P Skinner, A Stokes, M Storer and Mrs R Trollope-Bellew	Overview and Scrutiny Management Board on 26 April 2018

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

Working Group Activity

(as at 16 January 2018)

Committee	Working Group	Membership
Overview and Scrutiny Management Board	UK's Exit from the European Union	Councillors Mrs A Austin, T Bridges, M Brookes, M T Fido, R L Foulkes, C E H Marfleet, Mrs M J Overton MBE, R B Parker, A M Stokes and Mrs C A Talbot; and added member: Mr S Rudman

FORWARD PLAN OF KEY DECISIONS FROM 1 FEBRUARY 2018

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
I014740	Proposed Changes to Enhanced Resource Provision Units Supporting Children with Hearing Impairments	Exempt	Executive Councillor: Adult Care, Health and Children's Services 2 Feb 2018	Parents; children; school; health; and other stakeholders with an interest in hearing impairments; Children and Young People Scrutiny Committee	Exempt Report	County Manager Tel: 01522 554031 Email: andrew.hancy@lincolnshire.gov.uk	All
I014928	Council Business Plan 2018 - 2020	Open	Executive 6 Feb 2018	Overview and Scrutiny Management Board	Report	Performance and Equalities Manager Tel: 01522 552124 Email: jasmine.sodhi@lincolnshire.gov.uk	
I014286	Council Budget 2018/19	Open	Executive 6 Feb 2018	Overview and Scrutiny Management Board	Report	County Finance Officer Tel: 01522 553642 Email: david.forbes@lincolnshire.gov.uk	All

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
I014134	Revenue and Capital Budget Monitoring Report 2017/18	Open	Executive 6 Feb 2018	Overview and Scrutiny Management Board	Report	County Finance Officer Tel: 01522 553642 Email: david.forbes@lincolnshire.gov.uk	All
I015039	School Admission Policies and Co-ordinated Schemes for 2018	Open	Executive Councillor: Adult Care, Health and Children's Services Between 21 Feb 2018 and 26 Feb 2018	As required by the School Admissions Code 2014, Section 1.44	Report	School Admissions Manager Tel: 01522 553304 Email: Steven.Gamble@lincolnshire.gov.uk	All
I015038	Residential and nursing Care Fee Levels with Adult Social Care	Open	Executive Councillor: Adult Care, Health and Children's Services 22 Feb 2018	Residential Care Providers; Adults and Community Wellbeing Scrutiny Committee	Report	Commercial and Procurement Manager Tel: 01522 554070 Email: Alexander.Craig@lincolnshire.gov.uk	All
I014970	Property Company	Open	Executive 6 March 2018	Property Board; Overview and Scrutiny Management Board	Report	County Property Officer Tel: 01522 553726 Email: Kevin.Kendall@lincolnshire.gov.uk	All

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
I014969	Extra Care Housing – City of Lincoln	Open	Executive 6 March 2018	Extra Care Sponsoring Group; and Property Board	Report	County Property Officer Tel: 01522 553726 Email: Kevin.Kendall@lincolnshire.gov.uk	All
I014208	Citizen Engagement Strategy	Open	Executive 4 Apr 2018	Public Protection and Communities Scrutiny Committee	Report	Programme Manager, Community Engagement Tel: 01522 550516 Email: bev.finnegan@lincolnshire.gov.uk	All
I015013	Lincolnshire Wolds Area of Outstanding Natural Beauty Management plan 2018-2023 – Public Consultation	Open	Executive 6 March 2018	Environment and Economy Scrutiny Committee; Lincolnshire Wolds Area of Outstanding Natural Beauty Partnership – Joint Advisory Committee and Joint Management Group (including other relevant local authorities and Natural England); relevant Parish and Town Councils; local landowners and community representatives; general public (via Have Your Say); and formal consultation	Report	Team Leader – Countryside Services Email: Chris.Miller@lincolnshire.gov.uk Tel: 01522 553091	Ingoldmells Rural; Louth North; Louth South; Louth Wolds; Market Rasen Wolds; Woodhall Spa and Wragby
I013959	Future Model of the Heritage Service	Open	Executive 3 Jul 2018	Public Protection and Communities Scrutiny Committee	Report	Chief Community Engagement Officer Tel: 01522 553831 Email: nicole.hilton@lincolnshire.gov.uk	All

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