

County Offices
Newland
Lincoln
LN1 1YL

29 January 2018

Executive

A meeting of the Executive will be held on **Tuesday, 6 February 2018** in **Committee Room One, County Offices, Newland, Lincoln LN1 1YL** at **10.30 am** for the transaction of business set out on the attached Agenda.

Yours sincerely



Tony McArdle
Chief Executive

Membership of the Executive
(8 Members of the Council)

Councillor M J Hill OBE, Executive Councillor for Resources and Communications (Leader of the Council)

Councillor Mrs P A Bradwell, Executive Councillor for Adult Care, Health and Children's Services (Deputy Leader)

Councillor C J Davie, Executive Councillor for Economy and Place

Councillor R G Davies, Executive Councillor for Highways, Transport and IT

Councillor E J Poll, Executive Councillor for Commercial and Environmental Management

Councillor Mrs S Woolley, Executive Councillor for NHS Liaison and Community Engagement

Councillor C N Worth, Executive Councillor for Culture and Emergency Services

Councillor B Young, Executive Councillor for Community Safety and People Management

**EXECUTIVE AGENDA
TUESDAY, 6 FEBRUARY 2018**

Item	Title	Forward Plan Decision Reference	Pages
1	Apologies for Absence		
2	Declarations of Councillors' Interests		
3	Announcements by the Leader, Executive Councillors and Executive Directors		
3a	A Fair Deal for Lincolnshire <i>(To receive an update on the 'A Fair Deal for Lincolnshire' campaign)</i>	I015018	Verbal Report
4	Minutes of the Meeting of the Executive held on 3 January 2018		5 - 10
NON KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE			
5	Revenue and Capital Budget Monitoring Report 2017/18 <i>(To receive a report from the Executive Director of Finance and Public Protection, which provides an update on spending compared with budgets for the financial year which started on 1 April 2017)</i>	I014134	11 - 28
KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE			
6	Council Budget 2018/19 <i>(To consider a report from the Executive Director of Finance and Public Protection, which invites the Executive to consider its final proposals for the Council's budget and council tax in light of the provisional local government settlement and consultation comments on its initial proposals)</i>	I014286	29 - 114
NON-KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE			
7	Final Draft Council Business Plan 2018 - 2020 <i>(To receive a report from the Chief Executive, which invites the 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 23 February 2018)</i>		115 - 158

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

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

Contact details set out above.

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**EXECUTIVE
3 JANUARY 2018**

PRESENT: COUNCILLOR M J HILL OBE (LEADER OF THE COUNCIL)

Councillors Mrs P A Bradwell, R G Davies (Executive Councillor for Highways, Transport and IT), Mrs S Woolley (Executive Councillor for NHS Liaison and Community Engagement), C N Worth (Executive Councillor for Culture and Emergency Services) and B Young (Executive Councillor for Community Safety and People Management)

Councillor Mrs C L Perraton-Williams attended the meeting as an observer

Officers in attendance:-

Debbie Barnes (Executive Director, Children's Services), Andy Gutherson (County Commissioner for Economy and Place), Cheryl Hall (Democratic Services Officer), Tony McArdle (Chief Executive), Pete Moore (Executive Director, Finance and Public Protection), Karen Spencer (Strategic Communications Manager), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and Richard Wills (Executive Director, Environment and Economy)

44 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors C J Davie and E J Poll.

45 DECLARATIONS OF COUNCILLORS' INTERESTS

There were no declarations of interest at this point in the meeting.

46 ANNOUNCEMENTS BY THE LEADER, EXECUTIVE COUNCILLORS AND EXECUTIVE DIRECTORS

There were no announcements by the Leader, Executive Councillors or Executive Directors.

47 A FAIR DEAL FOR LINCOLNSHIRE

It was reported that the campaign was active and still gaining support from organisations and parish councils.

The Fair Funding for Local Government consultation document has been launched on 21 December 2017 and the consultation would run 12 March 2018. The Executive was advised that that proposals simplified current key cost drivers and addressed rurality. It was reported the Council would be responding before the 12 March 2018 deadline.

2
EXECUTIVE
3 JANUARY 2018

It was reported that the Police Commissioner was supportive of the initial response, and it was suggested that this support could be highlighted in the response.

Transparency was important, but no detailed work on formula models had been carried out yet. Implementation was expected to be from April 2020.

48 MINUTES OF THE MEETING OF THE EXECUTIVE HELD ON 19
DECEMBER 2017

RESOLVED

That the minutes of the meeting of the Executive held on 19 December 2017 be signed by the Chairman as a correct record.

49 GRANTHAM SOUTHERN RELIEF ROAD (GSRR) - LAND ACQUISITION,
ORDERS AND CONTRACTS

Consideration was given to a report from the Executive Director for Environment and Economy which sought approval from the Executive to pursue the acquisition of land for the Southern Quadrant Link Road (SQLR); to proceed with making a Compulsory Purchase Order and Side Roads Order for the Grantham Southern Relief Road (GSRR) Scheme; to seek, and if agreed, take a delegation from the Secretary of State for Transport to enable the making of a Slip Roads Order for the GSRR scheme, or in the absence of a delegation to assist the Secretary of State in making such an Order; for the Council to enter into an agreement with Highways England pursuant to Section 6 of the Highways Act 1980 to receive the necessary delegation of trunk road powers for the GSRR; and in principle to procure and award of a contract for the SQLR (phase 3 GSRR).

The Executive Councillor for Highways, Transport and IT advised that the scheme was now at a point where the authority could apply for the Compulsory Purchase Orders and Side Road Orders.

The scheme objectives for the Grantham Southern Relief Road were highlighted to the Executive. It was hoped that the Order would be confirmed by the end of March 2018 and then phase 2 and 3 of the contract could commence.

Members were provided with the opportunity to ask questions and the following points were noted:

- The Highways and Transport Scrutiny Committee would be considering this report at its next meeting and receiving updates on the project.
- In relation to Appendix A of the report, it was noted that traffic for the quarry would access the new road via a slip road.
- The design of the A1 junction followed the design of the King 31 project, which was an adaptation of a previously approved scheme. It was noted that Highways England were happy with what had been put forward.
- It was suggested that the archaeological report could cause a delay.

- The number of objections which were likely to come forward was minimal as a lot of engagement work had taken place around this project.
- The external funding was based on the current delivery and timescales.
- It was noted that the authority had learnt lessons with other schemes in relation to archaeology, and there was a level of uncertainty but it was thought less likely that there would be any finds with this route. Officers would manage the risks when they occurred.
- It was commented that members were pleased that the scheme had reached this stage.

RESOLVED

- (1) That approval be given to Lincolnshire County Council entering into an agreement with Highways England pursuant to Section 6 of the Highways Act 1980 ("the Section 6 Agreement") relating to highway works at the A1 Trunk Road (Grantham Southern Growth Corridor) and the exercise by the Council of all Highways England's powers in respect of the making, publishing and seeking confirmation of Compulsory Purchase Orders and Side Roads Orders necessary to give effect to paragraphs 2 and 3 below, generally in the form of the draft attached as detailed at Appendix J to the report.
- (2) That approval be given to Lincolnshire County Council (both for itself and in exercise of the powers of Highways England delegated pursuant to the Section 6 Agreement) exercising powers under Sections 14, 125, 239, 240, 246, 250 and 260 of the Highways Act 1980 and Acquisition of Land Act 1981 to secure the compulsory acquisition of and otherwise deal with all land and rights and interests in and affecting land necessary to construct the GSRR (including the SQLR).
- (3) Without prejudice to the generality of the approval at paragraph 2 above approval be given to Lincolnshire County Council (both for itself and in exercise of the powers of Highways England delegated pursuant to the Section 6 Agreement) making:-
 - (i) A compulsory Purchase Order under Sections 239, 240, 246, 250 and 260 of the Highways Act 1980 and Acquisition of Land Act 1981 generally in the form set out in Appendix F to the report to secure the compulsory acquisition of the land shown pink on the Compulsory Purchase Order plans at Appendix H to the report and the new rights over the land shown coloured blue on the said order plans on the basis that there is a compelling case in the public interest for making this Compulsory Purchase Order; and
 - (ii) Side Roads Orders under sections 14 and 125 of the Highways Act 1980 generally in the forms set out in Appendix B and E to the report to carry out works to existing highways;the orders detailed in sub-paragraphs (i) and (ii) of this paragraph 3 being collectively referred to as "the Orders"

(4) That approval be given to:

(i) Lincolnshire County Council entering into an agreement with the Secretary of State for Transport ("SSfT") and/or the Department for Transport ("DfT") to receive authority or delegation of powers to enable the Council to promote a Slip Roads Order or Orders to be made by the SSfT under sections 10 and 41 of the Highways Act 1980 through to confirmation, including preparation and representations at any Public Inquiry and the exercising of those powers if and when authorised or delegated; or

(ii) whether or not a delegation is obtained pursuant to paragraph 4 above, Lincolnshire County Council liaising with and assisting the SSfT and/or DfT in respect of publication and promotion of a Slip Roads Order or Orders under Sections 10 and 41 of the Highways Act 1980

in each case for the designation of the new slip roads created as part of the GSRR scheme as trunk roads;

(5) That the Executive Director for Environment and Economy be delegated authority to exercise on behalf of the Council any powers of the Secretary of State under section 10 of the Highways Act 1980 delegated pursuant to an agreement as described in paragraph 4(i) above or otherwise to take such steps as may be necessary to liaise with and assist the Secretary of State as described in paragraph 4(ii) above.

(6) That approval be given in principle to the Statement of Reasons ("SoR") for the above mentioned Orders generally in the form of the draft set out at Appendix I to the report.

(7) That the Executive Director for Environment and Economy be delegated authority to agree the final version of the SoR, and the final form of the Orders including authority to make, if necessary, any amendments to the Orders referred to in 3 (i) and 3 (ii) above necessary to secure the compulsory acquisition of all land necessary to construct the GSRR (including the SQLR) prior to publication of the Orders.

(8) That the Chief Legal Officer be delegated authority to seal the Orders in their final form.

(9) That the Executive Director for Environment and Economy be delegated authority to take all the ancillary and necessary steps, including the publication and service of all statutory notices and presentation of the Council's case at Public Inquiry, to secure the confirmation of the Orders by the Secretary of State and the vesting of the land in the County Council to include authority to request confirmation of the final Orders with modifications if, in the light of new information, it appears expedient to ensure the confirmation of the Orders.

(10) That the Chief Legal Officer be delegated authority to acquire all third party interests in land and the properties subject to the Compulsory Purchase

Order and as required for the GSRR (whether compulsorily or by agreement) on terms recommended by the Executive Director for Environment and Economy.

- (11) That approval be given to the capital scheme appraisal for the Southern Quadrant Link Road ("SQLR") in accordance with paragraph B9 of the Financial Regulations forming part of the Council's Constitution and which is intended to form the third phase of the overall Grantham Southern Relief Road ("GSRR").
- (12) That approval be given in principle the procurement and award of a contract for SQLR (phase 3 GSRR).
- (13) That the Executive Director of Environment and Economy be delegated authority to agree the final form and approve the entering into of all agreements and contracts necessary to secure the construction and completion of the GSRR (including the SQLR) to include (but without limitation):
- (i) the Section 6 Agreement referred to in paragraph 1 above;
 - (ii) any agreement with the SSfT or DfT whether of a kind referred to in paragraph 4 above or otherwise;
 - (iii) any contract awarded pursuant to paragraph 12; and
 - (iv) any contract or agreement made with statutory undertakers, Network Rail or the like in connection with the Scheme.

The meeting closed at 10.55 am

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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	-0.3
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?

N/A

e) Risks and Impact Analysis

N/A

7. Background Papers

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

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

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

Report to:	Executive
Date:	06 February 2018
Subject:	Council Budget 2018/19
Decision Reference:	I014286
Key decision?	Yes

Summary:

This report asks the Executive to consider its final proposals for the Council's budget and council tax in light of the provisional local government settlement and consultation comments on its initial proposals.

The Executive is also asked to consider prudential targets in relation to capital financing and other treasury management matters and to recommend to full Council the Flexible Use of Capital Receipts Strategy for 2018/19.

Recommendation(s):

That the Executive:

1. Consider the effect of the updated funding available and revenue expenditure as noted in paragraphs 1.3 to 1.20, **APPENDIX A** and **APPENDIX B** of the report;
2. Consider the Equality Impact Analysis at **APPENDIX C** and the consultation comments as shown in **APPENDIX I** and presented at the meeting;
3. Subject to recommendation 4 below approve for recommendation to full Council:
 - a) the revenue budget shown in **APPENDIX D** of the report;
 - b) the capital programme shown in Table A and **APPENDIX E** of the report;
 - c) the levels of council tax proposed in Table B of the report including the increasing of council tax in 2018/19 by 4.95%;
 - d) the prudential indicators shown in **APPENDIX G** of the report; and
 - e) the Flexible Use of Capital Receipts Strategy attached at **APPENDIX H** of the

report.

4. Request the Leader, to review and amend the Executive's budget recommendations to the County Council, as appropriate, in light of the final Local Government Settlement, council tax and business rates information from the Lincolnshire District Councils if received between the Executive meeting and the County Council on 23 February.

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 4.95% (2.95%, plus a further 2.00% for the social care 'precept').
- The recommended option is proposed because it uses a mixed approach for dealing with the reductions in government grant income for the Council:
 - the increase in Council Tax of 4.95% allows the Council to reduce the impact of income lost from government funding;
 - savings on service expenditure are proposed to rebalance future spending with the funding which will be available to the Council; and
 - one off use of reserves allows the Council to smooth the effect of funding reductions to develop new service delivery models.

1. Background

1.1 The Executive, at its meeting on 19 December 2017, proposed the Council's budget for 2018/19 for consultation. This budget report and appendices are attached for information at **APPENDIX A**. The Local Government Provisional Settlement announcement was received later in December. An assessment of this announcement was shared with all members and published, with the 19 December budget proposals, on the Council's website at the beginning of January. This note is attached to this report at **APPENDIX B**.

1.2 Further information linked to Council Tax and Business Rates has become available since publication of the above budget proposals. These implications are described below and reflected in the appendices to this report.

Council Tax

Council Tax Base

1.3 District Councils have until 31 January 2018 to confirm their Council Tax Base and surplus/deficit position on the Council Tax element of the Collection Fund. The report to the Executive on 19 December 2017, assumed no increase in the council tax base and no collection fund surplus or deficit.

1.4 At the time of preparing this report the County Council has received provisional figures from all seven District Councils. The figures received show an increase in the tax base and hence the tax yield of 2,836.54 band D equivalent properties or 1.27%. This will provide the Council with additional Council Tax income of £3.493m per annum at the current council tax levels.

1.5 All seven of the District Councils have declared the position on the council tax elements of their Collection Funds. There is a net surplus attributable to the County Council of £2.641m. This is a one off addition to income for 2018/19.

Council Tax Increase

1.6 The Secretary of State in the provisional Local Government Finance Settlement announced the referendum threshold for the general element of Council Tax 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.

1.7 The Government's rationale for allowing the additional increase in the general element of Council Tax is 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 3.00% per annum in the past year.

1.8 In light of the Provisional Local Government Settlement the Executive are now proposing a Council Tax increase of 4.95%. An Impact Analysis has been completed for this increase and is attached at **APPENDIX C**. The equality impacts are addressed further below in part 2 of the report 'Legal Issues'.

Business Rates

1.9 The District Councils have until 31 January to provide business rates returns showing:

- The position on the business rates element of the collection funds; and
- The value of the section 31 compensation grant due to the County Council.

1.10 The report to the Executive on 19 December 2017, assumed no section 31 grant and no collection fund surplus or deficit.

1.11 At the time of preparing this report, the Council has received provisional notification from one of the seven District Councils of the position on the business rates element of the Collection Fund. There is currently a net deficit attributable to the County Council of £0.099m. As with Council Tax any surplus or deficit from business rates collection will only have a one off effect on the 2018/19 budget.

1.12 The Government confirmed that it will compensate local authorities in full for the continuation of the business rates cap, small business rate relief and rural rate relief would continue through a section 31 grant, as in previous years.

1.13 At the time of preparing this report the Council has received provisional notification from one the seven District Councils for this grant for the County Council have been calculated to be £2.293m (£2.753m in 2017/18). This is made up of:

- £1.444m from the RPI cap on the top up element of the business rates. Note the value of this element of the grant is still to be confirmed by central government;
- £0.163m from the RPI cap in the locally retained element of the business rates; and
- £0.686m to cover the small business rates relief and rural reliefs.

1.14 An update will be tabled at the Executive meeting on 6 February once returns have been received from all the Lincolnshire District Councils.

Business Rates Pilot

1.15 The Provisional Local Government Finance Settlement announced the Council had been successful in securing a business rates pilot for 2018/19, with the seven Lincolnshire District Council's and North Lincolnshire Council. Final calculations of the potential gain from the pilot are not yet available, but early indications are that the pilot as a whole could generate £14.3m, with £4.3m coming to the County Council. The £4.3m additional income from the pilot has been built into these budget assumptions.

Implications of additional Revenue Income

1.16 The current net increase in income from the changes to Council Tax and Business Rates income set out in paragraphs 1.3 to 1.15 above has increased the Council's income for 2018/19 by £13.023m.

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

- To reduce the amount of funding required from the Financial Volatility Reserve to set a balanced budget in 2018/19;
- To fund additional spending by the Council or reduce the savings required to be made; or
- To reduce the planned increase in Council Tax of 4.95%.

1.18 It is recommended that this net additional funding is used to reduce the contribution required from the Council's reserves to meet the 2018/19 budget shortfall. There is still uncertainty regarding the outcomes of the final position on the business rates income, particularly on the expected deficit on the collection fund. Overall levels of funding to local government are reducing and will continue to reduce in future years. Use of this funding to smooth the effect of these reductions will allow the Council more time to develop robust new service models. Continuing to reduce service spending while securing additional income from an increase in Council Tax, by 4.95%, should make the Council more resilient to the pressures caused by reduced funding.

1.19 Whilst the use of this additional income reduces the originally proposed contribution from reserves from £30.875m to £14.244m in 2018/19 there still remains uncertainty regarding the final position on business rates, collection fund surplus/deficit and section 31 grant. It remains the fact that the level of usable reserves will be significantly diminished by the end of the decade and the Council will face further challenges to set a balanced budget beyond this date as there is significant uncertainty over levels of funding beyond the four year deal. It remains prudent to retain resources within the Financial Volatility Reserve to deal with these uncertainties and challenges. It is this recommendation that is reflected in the budget at **APPENDIX D**.

1.20 It is also recommended that the net additional income due to the Council from the remaining six business rates collection fund positions and the business rates section 31 compensation grant are also used to reduce the call on reserves in 2018/19 to maximise the amount available to be utilised in future years.

Capital Programme

1.21 The proposed capital programme is summarised in **TABLE A** below. Full details of the Council's net capital programme are set out at **APPENDIX E**.

TABLE A – Gross Capital Programme 2017/18 to 2018/19 (plus future years)

Gross Capital Programme	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 Contribution	-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 Reserves	2.441	0.000	0.000	0.000
Total Funding by LCC	45.295	84.676	77.275	28.608

1.22 There has been no change in the capital programme since the programme was reported to the Executive on 19 December 2017.

Council Tax Rates

1.23 In light of the Provisional Local Government Finance Settlement the Executive are now minded to propose a Council Tax increase of 4.95% (2.95% for general Council Tax, plus a further 2.00% for the social care 'precept'). The Secretary of State announced the Government's proposed referendum thresholds for 2018/19 would increase to 3.00%, with a number of exceptions. Authorities with Adult Care responsibilities will be able to increase Council Tax up to 6.00% over the three years period (2017/18 to 2019/20) and by up to 3.00% in the first two years, as long as the authority can demonstrate that this additional funding is being allocated to Adult Care Services. The Council proposes an increase for the Adult Care Precept of 2.00% in 2018/19. It is on this basis that the Council proposes to increase Council Tax by 4.95%.

1.24 The recommended increase of 4.95% (2.95%, plus a further 2.00% for the social care 'precept') is shown in **TABLE B** below:

TABLE B – County Council element of the council tax

County Council element of the council tax	2017/18	2018/19	2019/20
Band D council tax	£1,173.42	£1,231.47	£1,280.11
Increase over previous year	3.95%	4.95%	3.95%

1.25 The effect of this increase on all Council Tax bands can be found at **APPENDIX F**.

1.26 Under section 52ZB of the Local Government Finance Act 1992, the Council as a major precepting authority must, in setting its precept determine whether its relevant basic amount of council tax for the financial year under consideration is excessive. That question must be determined by the Council in accordance with any principles determined by the Secretary of State and approved by a resolution of the House of Commons. Whilst those principles have not been approved at the date of preparing this report, notification has been given that for 2018/19 the principles will provide for a 3.00% increase in council tax for expenditure on adult social care and a 3.00% increase in council tax for other expenditure. Applying those principles the Executive can determine that this recommended council tax increase is not excessive.

Prudential Indicators

1.27 The Council is required to agree targets for specified prudential indicators in relation to capital financing and other treasury management matters. The Council also sets its own targets in addition to the statutory ones. The main purpose of these targets is to ensure that the Council's capital financing, in particular its long term borrowing, is prudent, affordable and sustainable. The proposed targets are set out in **APPENDIX G**.

1.28 One of the key targets in the Council's Financial Strategy, is that "the repayment of external debt including interest will be less than 10% of annual income from general government grants, Dedicated Schools Grant and council tax." This is projected to increase to 7.01% by 2020/21 from 5.33% in 2017/18.

Final Local Government Finance Settlement

1.29 The government grant allocations assumed in the budget proposals are those announced in the Provisional Local Government Finance Settlement. These allocations may be altered in the Final Settlement, although major changes are not expected. At the time of preparing this report, the date of the Final Settlement is expected to be in the first week in February. An update will be tabled at the Executive meeting on 6 February if there are any amendments from the final Local Government Finance Settlement.

Flexible Use of Capital Receipts Strategy

1.30 In September 2016 County Council approved the Council's Efficiency Plan and flexible use of capital receipts to fund transformation for the three year period from 2016/17 to 2018/19. This plan allowed the Council to sign up the four year funding deal offered by government for the period 2016/17 to 2019/20. The Efficiency Plan included the Council's Flexible Use of Capital Receipts Strategy. Under a Direction issued pursuant to sections 16 and 20 of the Local Government

Act 2003 the Council is directed to treat as capital, expenditure that is designed to generate ongoing revenue savings or transform services to reduce costs and is properly incurred for the financial years commencing on 1 April 2016, 2017 and 2018.

1.31 It has been acknowledged by the government that the Council operates in a society that is constantly changing. Therefore in December 2017, the government set out further measures to support the Councils to deliver services. One of these measures is the extension on the use of capital receipts to help meet the revenue costs of transformation for a further 3 years to April 2022.

1.32 The Council is required to have regard to Guidance issued by the Secretary of State which states that Councils should prepare at least one Flexible Use of Capital Receipts Strategy for each of the above financial years. The proposed Flexible use of Capital Receipts Strategy for 2018/19 and 2019/20 is attached at **APPENDIX H** and sets out how it plans to use capital receipts flexibility for transformation and the impact this has on the Council's Prudential Indicators. This Strategy complies with the Guidance.

Consultation

1.33 Consultation comments made so far on the budget proposals and the ways in which these are reflected in the final proposals, are detailed in **APPENDIX I**. The Executive must consider these comments in arriving at its recommendations in relation to the final budget.

1.34 At the time of writing this report, a number of consultation events were still to be held. Therefore, an expanded **APPENDIX I** to this report will be tabled and presented to the Executive at the meeting on 6 February to allow any comments from these events, and any other comments received, to be considered with those already made.

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.

In the meantime consideration has been given as to whether there is any element of the current budget proposals that should be the subject of an equality impact analysis at this stage and as a result an assessment (attached at **APPENDIX C**) has been carried out on the proposal to increase Council Tax. That assessment identifies the potential for the proposal to impact on people with low income and therefore disproportionately on certain people with a protected characteristics

including older and younger people, people with a disability and women with children. Overall, however, the increase is modest and each District Council operates a Council Tax Support Scheme which has been designed following consultation and individual impact analyses to mitigate the effects of Council Tax levels on vulnerable people and people with low incomes. 2.00% of the increase is specifically to fund adult social care services that support people with protected characteristics such as age or disability.

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 £49.797m after use to balance the 2018/19 budget and £26.292m after use to balance the 2019/20 budget) and the annual Contingency budget of £3.000m for 2017/18, for when additional funding cannot be found by way of virement from other service areas.

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

3.1 These budget proposals reflect the level of government funding available to the Council and the proposals to increase Council Tax in 2018/19 by 4.95%. 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 within the resources available to it.

3.2 The budget proposal from the Executive meeting on 19 December 2017 as developed to reflect the changes contained in the report and consideration of consultation feedback, is recommended as the budget to be put forward by the Executive for final decision at the County Council on 23 February 2018, subject to change by the Leader to reflect the Final Local Government Finance Settlement and District Council business rates information.

4. Legal Comments:

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

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

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

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

The legal issues relating to the recommended level of council tax and the requirement for a Flexible Use of Capital Receipts Strategy are set out in the Report.

The recommendations are within the remit of the Executive and are lawful. The Executive has the power to accept recommendation 3 or to agree one of the alternative approaches referred to in the report.

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 4.95% (2.95% plus a further 2.00% for the social care 'precept'). The Council's Financial Strategy includes one off use of reserves of £14.244m, plus £0.400m addition to the General Fund balance, to produce a balanced budget.

To achieve a sustainable budget in 2018/19 and onwards, a further review of budgets will be required.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

All Scrutiny Committees have received a report and presentation and have had chance to make comment on the proposed budget. These comments are included in this report at **APPENDIX I**.

Budget comments from Scrutiny Committees which meet after this report's deadline, will be tabled/reported verbally at the Executive meeting.

d) The Public

The Council also invited the public to comment (via the Council's Website) on the Council's budget proposals outlined in the 19 December 2017 Executive report. A summary of these comments received up to the time of preparing this report have been included at **APPENDIX I**, any further comments received will be tabled/reported verbally at the meeting.

e) Businesses, Trade Unions and Other Public Organisations

The Council has consulted with Business, Trade Unions and other public organisations at a meeting on 26 January 2018. A summary of these comments are included in this report at **APPENDIX I**.

f) Have Risks and Impact Analysis been carried out?

Yes

g) Risks and Impact Analysis

An impact analysis relating to the proposal to increase Council Tax has been carried out and is attached at **APPENDIX C**. Proposed service changes to give effect to the budget will be subject to their own policy proofing considerations.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	19 December 2017 Executive Report "Council Budget 2018/19"
Appendix B	Budget Update Provisional Local Government Settlement 2018/19
Appendix C	Impact Analysis relating to increasing the council tax by 4.95% in 2018/19
Appendix D	Revenue Budgets 2017/18 to 2019/20
Appendix E	Net Capital Programme 2017/18 to 2019/20 and future years
Appendix F	Council Tax Increase per Band
Appendix G	Prudential Indicators
Appendix H	Flexible Use of Capital Receipts Strategy 2018/19
Appendix I	Consultation Comments Received

8. Background Papers

Document title	Where the document can be viewed
Executive Report 19 December 2017 "Council Budget 2018/19"	Executive Director Finance & 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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Open Report on behalf of Pete Moore, Executive Director Resources and Public Protection

Report to:	Executive
Date:	19 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 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 Councils 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 £m	2019/20 £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 Councillors 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	Executive Director of Resources and Public Protection

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APPENDIX A1 – 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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APPENDIX A2 – 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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APPENDIX B

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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Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

****Please make sure you read the information below so that you understand what is required under the Equality Act 2010****

Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010

Section 149 requires a public authority to 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 relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

The Lead Officer responsibility

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

Page 85

Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background Information

Title of the policy / project / service being considered	Increase in the council tax for financial year 2018/19	Person / people completing analysis	David C Forbes – County Finance Officer
Service Area	All Council Services	Lead Officer	Pete Moore – Director of Finance & Public Protection
Who is the decision maker?	Full Council	How was the Equality Impact Analysis undertaken?	Desktop Exercise
Date of meeting when decision will be made	23/02/2018	Version control	1.0
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Directly delivered
Describe the proposed change	<p>Each February the County Council sets a budget for the forthcoming financial year part of which includes a decision on the amount of Council Tax to be levied in that year. For 4 of the past 7 years the decision taken has been to freeze the level of Council tax and to accept a time-limited grant from Government for so doing. However, the level of that grant has now fallen and it is to cease by the end of the decade. Increasing service pressures and costs means the Council needs to establish a more robust and sustainable income base going forward.</p> <p>The council tax system requires each billing authority (ie. district council) to establish and maintain a local council tax support scheme which is a means tested system to allow those on low income to gain financial support to meet their council tax bill either in part or in full. Schemes vary within the county but some schemes positively favour certain classes of council tax payers with protected characteristics (eg. disability). These schemes are themselves the subject of equality impact assessments undertaken by the individual district council concerned. The County Council is consulted each autumn by the Districts on any changes to their council tax support schemes.</p> <p>Over the past 7 years the local council tax has increased by just under 11% whereas general price inflation has been close to 21%.</p>		

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state 'no positive impact'.

Age	Increasing the council tax adds a permanent and sustainable income stream to the funding of the Council. In so doing it thereby assists in limiting what would otherwise be more significant cuts in service provision over the wide range of services provided by the Council. Many of those services provided key support to those with protected characteristics.
Disability	As for Age above.
Gender reassignment	As for Age above.
Marriage and civil partnership	As for Age above.
Pregnancy and maternity	As for Age above.
Race	As for Age above.
Religion or belief	As for Age above.
Sex	As for Age above.
Sexual orientation	As for Age above.

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

The benefits outlined above in terms of limiting wider service reductions apply to all those who use Council services and not just to those with protected characteristics.

Adverse/negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state 'No mitigating action identified'.

Age	The proposed increase in the council tax of 4.95% will impact on all council tax payers who are responsible for the council tax levied on their property. The level of income of the council tax payer and their ability to afford the increase in the annual charge will be the key issue. To the extent to which those with a protected characteristic are council tax payers then they will be potentially impacted by this change. The existence of a protected characteristic is really a secondary rather than a primary consideration in this case. Clearly if the protected characteristic in question has a direct impact on income generating capacity this will have a more direct effect. As mentioned earlier financial support is available from schemes operated by district councils to assist in meeting council tax bills for low income individuals.
Disability	As for Age above.
Gender reassignment	As for Age above
Marriage and civil partnership	As for Age above
Pregnancy and maternity	As for Age above
Race	As for Age above
Religion or belief	As for Age above

Sex	As for Age above
Sexual orientation	As for Age above

If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

The ability to afford the proposed council tax increase applies to all individuals who are responsible for paying a council tax bill.

Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at consultation@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

Objective(s) of the EIA consultation/engagement activity

The proposed council tax increase is simply one, but an important, proposal in a set of measures to enable the Council to set a balanced budget for 2018/19. The other key aspects are a range of across the board savings totalling £22m and the use of reserves of £14.2m to avoid further service reductions. The Council has undertaken a public engagement/consultation exercise on the budget proposals. This included articles in the County News magazine seeking feedback from the public. There will also be more formal consultation with the Scrutiny Committees of the Council and with key stakeholders such as business, public sector partners and trade unions.

Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic

Age	The details of public and wider consultation/engagement are described above. This is undertaken at the level of the whole suite of budget proposals rather than specific concentration on one aspect such as the proposed council tax increase. The nature of this proposal combined with the mitigation available through local council tax support schemes means there is no particularly differential impact between those exhibiting different protected characteristics.
Disability	As for Age above
Gender reassignment	As for Age above
Marriage and civil partnership	As for Age above
Pregnancy and maternity	As for Age above
Race	As for Age above
Religion or belief	As for Age above
Sex	As for Age above
Sexual orientation	As for Age above
<p>Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way?</p> <p>The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	<p>Yes</p> <p>The proposal has received extensive publicity and has been undertaken to invite feedback from all key stakeholders. The main mitigation of the impact of the proposal rests in the Council Tax Support Schemes operated by District Councils. These scheme themselves are the subject of equality impact assessments undertaken by the District concerned.</p>

Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?

Feedback is received periodically from the Districts on the take up of the County Tax Support Schemes not least because the County Council funds around 75% of the cost of such schemes.

Further Details

Are you handling personal data?

No
If yes, please give details.

Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	NONE		
Signed off by	David C Forbes	Date	31/01/2018

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Revenue Budgets 2017/18 to 2019/20

Commissioning Strategy Revenue Budgets	2017/18	2018/19	2019/20
	£m	£m	£m
Readiness for School	4.969	4.785	4.798
Learn & Achieve	33.476	34.151	34.985
Readiness for Adult Life	4.778	6.464	6.510
Children are Safe & Healthy	62.713	65.397	66.893
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	40.237	40.670	40.136
Protecting & Sustaining the Environment	25.061	24.853	25.124
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	-31.800
Better Care Funding	-34.497	-40.044	-46.343
Other Budgets	60.169	50.960	58.474
Schools Block	391.879	410.338	410.338
High Needs Block	79.688	81.133	81.133
Central School Services Block	4.109	4.207	4.207
Early Years Block	36.698	40.503	40.503
Dedicated Schools Grant	-515.050	-538.857	-538.857
Total Net Expenditure	454.776	453.931	463.214
Transfer to/from Earmarked Reserves	-17.870	-14.244	-34.005
Transfer to/from General Reserves	-0.100	-0.400	0.200
Budget Requirement	436.806	439.287	429.409

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APPENDIX E

Net Capital Programme 2017/18 to 2019/20 and Future Years

Capital Programme (2017/18 plus Future years)	Revised Net Programme 2017/18 £'000	Revised Net Programme 2018/19 £'000	Revised Net Programme 2019/2020 £'000	Revised Net Programme Future Years £'0002
Children's Services				
Readiness for Schools				
Other Readiness for School	136	0	0	0
Sub Total	136	0	0	0
Learn and Achieve				
Devolved Capital	0	0	0	0
Provision of School Places (Basic Need)	0	0	0	0
Schools Modernisation / Condition Capital	0	0	0	0
Schools Access Initiative	43	0	0	0
SEND Provision Capital Funding for Pupils with EHC Plans	0	0	0	0
Academy Projects	1,040	0	0	0
Other Learn and Achieve	411	1,075	0	0
Sub Total	1,494	1,075	0	0
Readiness for Adult Life				
Other Readiness for Adult Life	3	0	0	0
Sub Total	3	0	0	0
Children are Safe and Healthy				
Other Children are Safe and Healthy	220	477	0	0
Sub Total	220	477	0	0
Adult Care & Community Wellbeing				
Adult Safeguarding				
None	0	0	0	0
Sub Total	0	0	0	0
Adult Frailty, Long Term Conditions and Physical Disability				
Adult Care	0	0	0	0
Better Care Fund - Disabled Facility Grants	0	0	0	0
Sub Total	0	0	0	0
Carers				
None	0	0	0	0
Sub Total	0	0	0	0
Adult Specialities				
None	0	0	0	0
Sub Total	0	0	0	0
Wellbeing				
Public Health	0	0	0	0
Sub Total	0	0	0	0
Environment and Economy				
Sustaining and Developing Prosperity Through Infrastructure				
Highways Asset Protection	5,516	0	0	0
Integrated Transport	642	0	0	0
Lincoln Eastern Bypass	-416	27,227	15,422	0
Lincoln East-West Link	-1,766	0	0	0
Spalding Relief Road (Phase I)	0	8,000	2,000	0
Grantham Southern Relief Road	632	4,470	24,900	17,103
Transforming Street Lighting	293	500	0	0
National Productivity Investment fund	0	0	0	0
Grantham Growth Point	0	2,264	0	0
Lincolnshire Enterprise Partnership Contribution	0	2,537	13,206	2,261
Network Resilience	0	480	0	5,028
Other Sustaining and Developing Prosperity	638	0	0	0
Historic Lincoln	-1,442	0	0	0
Sub Total	4,097	45,478	55,528	24,392

Capital Programme (2017/18 plus Future years)	Revised Net Programme 2017/18 £'000	Revised Net Programme 2018/19 £'000	Revised Net Programme 2019/2020 £'000	Revised Net Programme Future Years £'0002
<u>Protecting and Sustaining the Environment</u>				
Flood Defence	1,100	1,100	0	0
Flood & Water Risk Management	1,060	0	0	0
Boston Barrier	0	11,000	0	0
Boston Household Recycling Centre	1,705	0	0	0
Equipment & Vehicles for Waste Transfer Stations	0	441	138	957
Other Environment and Planning	-23	138	0	0
Energy from Waste	112	0	0	0
Sub Total	3,953	12,679	138	957
<u>Sustaining and Growing Business and the Economy</u>				
Skegness Countryside Business Park	823	0	0	0
Teal Park, Lincoln	265	0	0	0
Other Sustaining and Growing Business and the Economy	3,770	600	0	0
Sub Total	4,859	600	0	0
<u>Community Resilience and Assets</u>				
Libraries	403	200	0	0
Sub Total	403	200	0	0
Finance and Public Protection				
<u>Protecting the Public</u>				
Registration Celebratory & Coroners Service	0	120	0	0
Fire & Rescue and Emergency Planning	561	2,249	0	0
Fire Fleet Vehicles and Associated Equipment	390	2,116	10,310	3,258
Sub Total	951	4,485	10,310	3,258
<u>How we do our Business</u>				
None	0	0	0	0
Sub Total	0	0	0	0
<u>Enablers and Support to Council's Outcomes</u>				
Broadband	5,500	3,485	0	0
Infrastructure and Refresh Programme	1,297	1,115	600	0
Replacement ERP Finance System	1,904	0	0	0
Care Management System (CMPP)	72	0	0	0
ICT Development Fund	690	0	0	0
Property	2,765	2,000	0	0
Property Rationalisation Programme	2,113	5,333	3,200	0
Lancaster House	2,511	250	0	0
New Eastgate Centre, Sleaford	2,188	0	0	0
Sub Total	19,040	12,183	3,800	0
<u>Other programmes</u>				
New Developments Capital Contingency Fund	10,139	7,500	7,500	0
Sub Total	10,139	7,500	7,500	0
TOTAL	45,295	84,676	77,275	28,608
Funding				
Revenue Funding	850	600	600	0
Borrowing	36,548	84,076	76,675	28,608
Use of Capital Grants Unapplied	5,456	0	0	0
Use of Reserves	2,441	0	0	0
TOTAL	45,295	84,676	77,275	28,608

Council Tax per Band

Property Band	Council Tax per Property		
	2017/18	Increase	2018/19
Band A	£782.28	4.95%	£820.98
Band B	£912.66	4.95%	£957.81
Band C	£1,043.04	4.95%	£1,094.64
Band D	£1,173.42	4.95%	£1,231.47
Band E	£1,434.18	4.95%	£1,505.13
Band F	£1,694.94	4.95%	£1,778.79
Band G	£1,955.70	4.95%	£2,052.45
Band H	£2,346.84	4.95%	£2,462.94

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Prudential Indicators

PRUDENTIAL INDICATORS		2016-17 Actual	2017-18 Original Estimate	2017-18 Updated Estimate	2018-19 Estimate	2019-20 Forecast	2020-21 Forecast
Prudence Indicators:							
1) Capital Expenditure & Financing							
The Council will set for the forthcoming year and the following two financial years estimates of its capital expenditure plans and financing:							
Capital Expenditure	£m	103.088	138.291	141.870	158.689	106.314	49.162
Capital Financing							
Borrowing	£m	15.774	48.844	36.548	84.076	76.675	20.124
Grants & Contributions	£m	84.309	88.847	102.031	74.012	29.038	29.038
Capital Receipts, Reserves & Revenue	£m	3.005	0.600	3.291	0.600	0.600	0.000
Total Capital Financing	£m	103.088	138.291	141.870	158.689	106.314	49.162
2) Capital Financing Requirement							
The Council will make reasonable estimates of the total capital financing requirement at the end of the forthcoming financial year and the following two years:							
Opening CFR	£m	559.558	592.440	557.773	576.535	640.034	692.193
Add Additional Borrowing	£m	15.774	48.844	36.548	84.076	76.675	20.124
Add Additional Credit Liabilities (PFI & Finance Leases)	£m	0.000	0.040	0.040	0.000	0.000	0.000
Less Revenue Provision for Debt Repayment (MRP)	£m	17.560	19.475	17.826	20.578	24.516	27.087
Capital Financing Requirement	£m	557.773	621.849	576.535	640.034	692.193	685.231
3) Gross Borrowing and the Capital Financing Requirement							
The Council will ensure that gross long term borrowing does not, except in the short term, exceed the total capital financing requirement in the preceding year plus the estimates of any additional capital financial requirement for the current and next two financial years. This is to ensure that over the medium term borrowing will only be for a capital purpose.							
Medium Term Forecast of Capital Financing Requirement	£m	640.034	666.599	692.193	685.231	659.390	637.385
Forecast of Long Term External Borrowing and Credit Arrangements	£m	478.195	508.057	462.832	526.898	579.656	573.353
Headroom	£m	161.839	158.542	229.361	158.333	79.734	64.032
4) External Debt							
The Council will set for the forthcoming year and the following two financial years an authorised limit and operational boundary for its total gross external debt, gross of investments, separately identifying borrowing from other long term liabilities:							
Authorised Limit for External Debt							
Borrowing	£m	555.958	583.007	569.390	651.751	669.217	658.200
Other Long Term Liabilities	£m	14.193	13.701	13.613	12.984	12.238	11.473
Total Authorised Limit	£m	570.151	596.708	583.003	664.735	681.455	669.673
Operational Boundary for External Debt							
Borrowing	£m	531.958	559.007	554.390	636.751	654.217	643.200
Other Long Term Liabilities	£m	12.193	11.701	11.613	10.984	10.238	9.473
Total Operational Boundary	£m	544.151	570.708	566.003	647.735	664.455	652.673
Affordability Indicators:							
5) Financing Costs & Net Revenue Stream							
The Council will estimate for the forthcoming year and the following two financial years the proportion of financing costs to net revenue stream (NRS), including dedicated schools grant (DSG). The Council will also set the following voluntary indicator limit: minimum revenue provision and interest not to exceed 10% of net revenue stream (NRS) including dedicated schools grant (DSG).							
Proportion of Financing Costs to NRS (Incl DSG)	%	5.20%	5.28%	5.33%	5.73%	6.67%	7.01%
Proportion of MRP & Interest Costs to NRS (Incl DSG) -Limit 10% (Voluntary Indicator)	%	5.29%	5.35%	5.34%	5.81%	6.82%	7.26%

PRUDENTIAL INDICATORS		2016-17 Actual	2017-18 Original Estimate	2017-18 Updated Estimate	2018-19 Estimate	2019-20 Forecast	2020-21 Forecast
Treasury Indicators							
6) Interest Rate Exposures							
The Council will set for the forthcoming year and the following two financial years, upper limits to its exposures to the effects of changes in interest rates. These prudential indicators relate to both fixed and variable interest rates.							
Upper limit for fixed interest rate exposures							
Net principal exposure (Borrowing less Investments)	£m	277.404	685.231	685.231	685.231	685.231	685.231
Borrowing	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Investments	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Upper limit for variable interest rate exposures							
Net principal exposure (Borrowing less Investments)	£m	-45.122	205.569	205.569	205.569	205.569	205.569
Borrowing	%	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%
Investments	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
7) Total Principal Sums Invested							
The Council will set an upper limit for each forward year period for the maturing of investments longer than 364 days.							
Upper limit for total principal sums invested for over 364 days (per maturity date)	£m	5.214	40.000	40.000	40.000	40.000	40.000
8) Maturity Structure of borrowing							
The Council will set for the forthcoming financial year and the following two years both upper and lower limits with respect to the maturity structure of its borrowing:							
Upper limit							
Under 12 months	%	3.20%	25.00%	25.00%	25.00%	25.00%	25.00%
12 months and within 24 months	%	7.50%	25.00%	25.00%	25.00%	25.00%	25.00%
24 months and within 5 years	%	10.50%	50.00%	50.00%	50.00%	50.00%	50.00%
5 years and within 10 years	%	10.50%	75.00%	75.00%	75.00%	75.00%	75.00%
10 years and above	%	68.30%	100.00%	100.00%	100.00%	100.00%	100.00%
Lower limit							
All maturity periods	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
9) Borrowing in Advance of Need							
The Council will set for the forthcoming financial year and the following two years upper limits to any borrowing undertaken in advance of need.							
Borrowing in advance of need limited to percentage of the expected increase in CFR over 3 year budget period	%	0.00%	25.00%	25.00%	25.00%	25.00%	25.00%
(Voluntary Indicator)	£m	0.000	11.188	28.915	11.299	-8.201	-11.961

Flexible Use of Capital Receipts Strategy for 2018/19 and 2019/20

Background

The Local Government Finance Settlement for 2016/17 announced additional flexibilities for local authorities to be able to use capital receipts, from the sale of Council assets for revenue transformation projects. Previously these receipts were required to be used to fund new capital assets or to repay debt from the purchase of assets. These new flexibilities currently apply for a three year period from 2016/17 to 2018/19. In December 2017, the government extended this period for a further 3 years to April 2022 in the provisional finance settlement for 2018/19.

To qualify to use capital receipts in this way the Council must prepare, at least annually a Flexible Use of Capital Receipts Strategy (required in Statutory Guidance issued under section 15 of the Local government Act 2003).

The guidance requires the Strategy to:

- Document how the new flexibilities in the use of capital receipts will be used; and
- Show the effect on Prudential Indicators for the period of capital receipt flexibilities.

Flexible Use of Capital Receipts

Government has provided a definition of expenditure which qualifies to be funded from capital receipts. This is:

"Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility."

TABLE A sets out the Council's current estimated spend on transformation projects to be funded by the use of capital receipts.

TABLE A – Planned Flexible Use of Capital Receipts

	2017/18 £'m	2018/19 £'m	2019/20 £'m
Planned use of capital receipts	8.000	8.000	
Anticipated use of capital receipts			8.000

TABLE B sets out details of the schemes which will be delivered from 2017/18 to 2019/20.

TABLE B – Schemes to be funded using Capital Receipts

Transformational Work	2017/18 Proposed £'m	2018/19 Proposed £'m	2019/20 Proposed £'m	Savings Generated
Service changes and reductions (including redundancies)	2.400	1.500	1.500	The Council tracks the payback period for redundancy costs. It is estimated that for every £1 spent on redundancy costs within a 9 month period the Council saves £1.25.
Collaborating with Other Public Bodies	1.000	1.000	1.000	Savings here relate to shared accommodation and delivering work jointly and in collaboration.
Property rationalisation	1.000	0.500	0.500	Savings here relate to reductions in rent and associated property costs. This programme of work will also contribute to the generation of capital receipts.
Efficiencies through contracting and procurement	1.600	1.600	1.600	Savings here are about reducing contract costs but also keeping future contract costs as low as possible (i.e. ensuring that growth in costs is kept to a minimum).
Transforming information technology	1.800	3.180	3.180	Improvements and efficiencies here may not easily convert directly into a reduction in spending, however, they will increase capacity and allow other savings to be delivered across other areas of the Council.
Preventing and detecting fraud	0.200	0.220	0.220	Again it is difficult to convert this work into a cashable saving, however this work protects the Council's finances.
TOTAL	8.000	8.000	8.000	

This Strategy will be kept under review during the period, which the Council can utilise capital receipts to fund revenue transformation projects. Actual spending will be reported as part of the Council's Financial Performance Report in September each financial year.

Impact on Prudential Indicators

Up to 1 April 2016 it has been the Council's policy to utilise all capital receipts generated in any financial year to fund the capital programme in that financial year (thus allowing the Council to keep the need for borrowing to a minimum). With the change in policy allowing utilisation of capital receipts to fund revenue spending on transformational projects the Council will stop using all capital receipts to fund the capital programme.

Diverting this money away from the capital programme does have a financial impact for the Council. Details on the Council's Prudential Indicators are set out at **APPENDIX G** to this report. The Prudential Indicators demonstrate that the capital programme and associated financing remain affordable for the County Council.

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Budget Consultation Feedback

This appendix sets out the feedback from a range of budget consultation events occurring during January 2018. These include:

- Reports and presentations to Scrutiny Committees;
- Public Consultation on budget proposals via the Council's website; and
- Meeting with businesses, trade unions and other public bodies.

These comments will be considered by the Executive in recommending the budget for approval by County Council.

An update on the budget consultation feedback will be tabled/reported verbally at the meeting for feedback received after the deadline for this report.

Budget Comments from Scrutiny Committees

Adults and Community Wellbeing Scrutiny Committee – 10 January 2018

The Adults and Community Wellbeing Scrutiny Committee considers regular budget monitoring reports as part of its work programme. On 10 January, the Committee's regular budget monitoring report indicated that Adult Care and Community Wellbeing was anticipating an overall underspend of £0.221 million for its outturn projection for 2017/18. This is in the context of a net budget of £216.229 million. The Committee also recorded a view that this service was a people based service.

The Committee gave detailed consideration to the budget analysis for each service area within Adult Care and recorded its appreciation to officers for their work in delivering in effect a balanced budget, noting this was now the sixth year in succession in which such an achievement had been made.

The Committee also considered the budget proposals for Adult Care and Community Wellbeing for both 2018/19 and 2019/20, and gave its support to overall net budgets of £219.891 million and £226.952 million respectively. The Committee recognised that the budget had the potential for considerable demand-led cost pressures, which might be outside the Council's control.

Children and Young People Scrutiny Committee – 19 January 2018

The Children and Young People Scrutiny Committee considered the revenue and capital budget proposals for 2018/19 and 2019/20 for the four commissioning strategies under Children's Services.

The Committee's primary focus was on the Home to School Transport Budget, and in particular the current policy for transport to grammar schools. The Committee was advised that any changes to the Home to School Transport Policy would only impact in the long term, beyond the two year budget under the Committee's consideration. This is

because the Council's Home to School Transport Policy needs to be known to enable parents and pupils to make decisions about applications for school places. The Home to School Transport Policy remains on the Committee's work programme.

Reference was also made to the discretionary power of district councils to exempt care leavers from the Council Tax. East Lindsey District Council had already exercised its power in this way and other district councils were encouraged to do so.

The Children and Young People Scrutiny Committee supported the revenue and capital budget proposals for 2018/19 and 2019/20.

Environment and Economy Scrutiny Committee – 16 January 2018

The Environment and Economy Scrutiny Committee considered budget implications for the commissioning strategies Protecting and Sustaining the Environment and Sustaining and Growing Business and the Economy.

The Committee supported the announcement for Lincolnshire to retain 100% of its business rates growth in a government pilot and noted that this has the potential to result in a £14m increase in funding across Lincolnshire CC, the seven district councils and North Lincolnshire Council.

The Committee highlighted that Sustaining & Growing Business and the Economy whilst a small budget area 'packs a punch' in supporting business growth. The Committee supported a greater focus in this area due to the effects of Brexit, the need to continue to attract external funding and promote continued development of skills and training within Lincolnshire.

The Committee highlighted the budget pressures in relation a waste disposal costs as a key area for review in the coming year to ensure budgets remained effective. This was due, in part, to future concerns in the capacity at the Energy from Waste (EfW) facility and the need to consider alternative markets' following China's waste import ban.

The Committee endorsed the overall proposed revenue and capital budget proposals for 2018/19 and 2019/20 and supported the public consultation process on the potential greater increase in Council Tax.

Highways and Transport Scrutiny Committee – 22 January 2018

The Highways and Transport Scrutiny Committee considered budget implications for the commissioning strategy 'Sustaining and Developing Prosperity through Infrastructure'.

The Committee highlighted support for the current Highways weed spraying single-spray policy to be reviewed and consideration given to increase the number of treatments as part of the budget setting process for 2018/19. The Committee acknowledged current budget limitations but highlighted the relatively small cost (£130k) of the service and the identified budget pressure of £20,000 due to the increased delivery costs associated with the single-spray policy. The Committee recommended that this be considered against the risk of potential higher maintenance costs in the future, owing to the impact increased weed growth could have on structural damage to the Highway.

The Committee noted the referendum threshold for the general Council Tax element would increase for both 2018/19 and 2019/20. The Committee supported increasing Council Tax by an additional 1% to better enable a balanced budget, fund the identified budget pressures and enable an increase in ongoing revenue rather than relying on the use of reserves alone.

The Committee highlighted the success of the Lincoln to Nottingham Rail Service and supported the removal of temporary funding, as from 2018 onwards this service will be funded through a new direct award negotiated between the operator and Department for Transport.

The Committee endorsed the proposed revenue and capital budget proposals for 2018/19 and 2019/20.

Public Protection and Communities Scrutiny Committee – 23 January 2018

The Public Protection and Communities Scrutiny Committee considered budget implications for the commissioning strategies Community Resilience and Assets, Protecting the Public and Heritage Services.

The Committee endorsed the reduction of the use of 'bank' operational staff to support Retained Duty System (RDS) availability given assurances from officers that this would not put communities at increased risk, due to a reported increase in RDS recruitment and overall smarter working practices within the service.

The Committee supported the announcement for Lincolnshire to retain 100% of its business rates growth in a government pilot and noted that this has the potential to result in a £14m increase in funding across Lincolnshire CC, the seven district councils and North Lincolnshire Council.

The Committee highlighted the need for additional information in relation to the proposed transition for the Heritage service moving towards a self-financing model of delivery. The Committee endorsed the principle of the proposed changes, including a focus on effective management of Heritage assets going forward.

The Committee endorsed the proposed revenue and capital budget proposals for 2018/19 and 2019/20.

Overview and Scrutiny Management Board – 25 January 2018

The Overview and Scrutiny Management Board met on 25th January 2018 and considered a report concerning Council Budget 2018/19. The Committee supported the recommendations contained within the report.

In addition, the Committee has made the following comments;

- A member commented that it made sense to increase Council Tax by the maximum allowed without holding a referendum (4.95%) to protect the level of reserves;

- A member supported a request from the Highways and Transport Scrutiny Committee for the Council to fund an increase in the frequency of weed spraying;
- In answer to concern expressed by a member of the Board about cuts to the grant to the Citizens Advice Bureau (CAB), officers confirmed that it had been agreed to allocate £277,000 to support the CAB for their core services; and
- A member stressed the importance of keeping reserves healthy to respond to any future cost pressures.
- In answer to concern raised by a member of the Board about the decision to end the graduate programme for new entrants and the Leadership Management Development Programme, the Board was advised that the Council's focus was now on apprenticeships. The Local Authority currently paid an apprenticeship levy and there were opportunities to claw some of the levy back through approved apprenticeship programmes. These apprenticeships were available at all levels of development, not just school leavers; and
- While it was generally accepted that there was a need to fundamentally review the Council's Information Technology (IT) Strategy, and earmark funds for investment in IT, it was commented by members of the Board that there would be a need in the future to provide a business case and more detail to justify the budget of £3m, highlighted in the report. Members were reminded that a Scrutiny Panel was reviewing the situation and would be reporting back to the Executive later this year.
- Councillor R L Foulkes (Chairman of the Children and Young People Scrutiny Committee) requested clarification of which District Councils had implemented a council tax scheme where District Councils could use their discretionary powers to waive council tax for care leavers up to the age of 21. The Board supported this and officers were asked to confirm which District Councils, if any, had implemented this type of scheme for the 2018/19 financial year.

Public Consultation – Comments received from Members of the Public

We have received a number of responses to the budget proposals consultation from members of the public.

The main points from the responses received are as follows:

- Concern expressed in relation to reduced funding to the Citizens Advice Bureaux.

Consultation Meeting with External Stakeholders Comments

A Budget Consultation meeting was held with external stakeholders on 26 January 2018.

The Leader welcomed everyone to the meeting stating that the purpose of the meeting was to hear the views of non-domestic ratepayers, business groups, Trade Unions and District Councils on the County 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. The results of this consultation would be reported to the Executive on 6 February 2018 and then to the full Council budget meeting on 23 February 2018.

Councillor M A Whittington gave a brief explanation of how the budget would be scrutinised by the Council.

The meeting received a presentation by officers on the budget proposals and issues highlighted on the various headings in the presentation included:-

- "The Council's service priorities" – these were 4 years old but still relevant to the Council going forward.
- "Background information on spending" – children's social care was becoming a significant service/cost pressure.
- "Background information on spending" – this highlighted increased outsourcing of Council services in recent years.
- "Background information on spending" – the noticeable reduction in the funding received from the Revenue Support Grant and the expanding Council Tax. Only £20m, of the £106.8m, from Business Rates was generated in Lincolnshire, the remaining coming from Government Top Up.
- "Local Authority Current Spend (England)" – the noticeable reduction in spend on local authority services as a proportion of Gross Domestic Product (GDP).
- "English Local Authority Under/Overspends by Service Area" - the noticeable trend since 2011/12 of local authorities going from underspend to overspend on services.
- "The Four Year Deal" – the trend since 2016/17 of the reduction in the Revenue Support Grant from the Government and the increase in the Top Up Grant (part of the Business Rate allocated to the Council).
- "Current Budget Strategy" – the continuation by the Council to use a blend of savings and the prudent use of reserves to offset cost pressures and reduced government funding.
- "Recent Trends" – demographic changes (increase in the elderly) and pay (increase in the National Living Wage) were cost pressures which the Council could not control. The use of Reserves in each year has been less than originally anticipated.
- "National Funding Gap 2019/20" – all local authorities were affected by a reduction in government income and increased expenditure.
- "Provisional Local Government Grant Settlement" – the settlement was in accordance with what the Council had anticipated. The Council welcomed the maintenance of the level of Rural Services Delivery Grant at the current year level
- "Revenue Budget Projections for 2018/19 and 2019/20" – much had changed since the Executive meeting in December 2017 with the biggest change being the reduction in the proposed use of Reserves (down from £29.8m to £14.2m) partly due to the tax base growth identified following information received from the District Councils.
- "Revenue Budget – Service Area Impact" –cost pressures driven by increases in the number of elderly and the National Living Wage. There were cost implications of outsourced contracts whose charges would be required to be uplifted by the National Living Wage increase; an increase in the cost of Children Looked After because of changes in legislation and the implications of an increase in pay inflation due to a 2% increase being offered in the next pay round.
- "Net Addition to Reserves by English Local Authority type" – it was noticeable in the period from 2011/12 to 2014/15 local authorities were adding to reserves but

since 2015/16 local authorities were drawing down reserves to pay for the delivery of Adult Social Care.

- Capital Programme – it was noted that the £11m for the Boston Barrier was now for schemes related to the Barrier.
- Business Rate Localisation Pilot Bid – it was noted that the 75% localisation was now proposed by Government but pilots will remain at the 100% localisation level; the Council's share of the expected £14m from the localisation of the business rate was estimated at £4.3m. It was required that the Council would allocate half of this to children services and half to advanced highway design as indicated in its bid. The business rate pilot was a one year project.

Comments and responses, included:-

- The opportunities to borrow money in a period of low interest rates. Officers explained the Council's borrowing strategy and the cost effective method of borrowing money through the Public Loans Board. Examples were provided of the Council's current capital programme.
- Why was the budget increasing for Children Looked After? Officers stated that expenditure on Children Looked After was due, in part, to changes in legislation (the age which these children had to be looked after had increased from 18 years to 25 years) and society was demanding higher standards of care.
- Was it planned to replenish the Reserves at some stage? The meeting was informed that the Government's Bellwin scheme was there to cover costs arising from major emergencies. The Council would wish to rebuild its reserves in future should circumstances permit.
- Which local authority had the highest and lowest Council Tax? Northamptonshire County Council had the lowest Council Tax but was experiencing budget problems. The highest Council Tax shire area is Nottinghamshire.
- There were issues of asset stripping by Academies. The meeting was informed that this was an issue for all local authorities with education responsibilities as they had responsibility for managing the debts of those schools which had become academies.
- What was the projection for the increase in debt for the Council? The Council's debt was well managed and within the guidelines and the Council received Government grants to offset the need to borrow in many key service areas.
- The meeting was informed of the Council's budget situation following the liquidation of Carillion. The main impact was on the construction of the Lincoln Eastern Bypass but a new contractor had been appointed in the short term to undertake the work carried out by Carillion.
- The meeting was informed that the Council borrowed for capital schemes, e.g. the Energy from Waste project, instead of PFI contracts and this had been the Council's preferred method as it allowed more flexibility.
- The meeting was informed that in the past the Council had outsourced many of its services with substantial savings. However, savings from outsourcing were not now as much as they had been and the Council was bringing some services back in house.

- The impact of Brexit on businesses because of the reduction in immigration. Officers stated that Brexit was unlikely to affect the number of immigrants or the level of the Council Tax and that the fall in the value of the pound was likely to have a more detrimental effect on immigration.
- Was business likely to have more involvement in the budgetary process especially in view of the changes to the Business Rate? The meeting was informed that businesses would likely be more involved in this process if the new pilot project was implemented permanently.
- The meeting was informed that the Council had got sufficient reserves for three years and the proposed budget allowed the Council to prudently plan ahead.
- The meeting was informed that the Government was consulting local authorities on a fairer funding regime and the Council hoped that by 2020 the financial formula would be amended in its favour. However, if nothing changed then there could be problems in 2020/21 and beyond.
- The meeting was informed that the Better Care Fund had provided crucial additional funding for Adult Social Care.
- What strategy was proposed to achieve economic growth? The meeting was informed that Council's strategy was to grow the local economy in conjunction with the Local Enterprise Partnership (LEP) but it was still behind the growth of the national economy.

Attendees

Name	Organisation
Richard Wyles (Assistant Director for Finance)	South Kesteven District Council
Shaun McGarry (Commercial & Finance Director)	Calders and Grandidge
Russell Stone	North Kesteven District Council
R J Brearley	RJB Consultants
Councillor M J Hill OBE	Leader of Lincolnshire County Council (LCC)
Councillor M A Whittington	LCC
Councillor A Newton	Leader of the Independent Group, (LCC)
Councillor A Austin	LCC
Steve Galjaard	Lincolnshire Co-op
Matt Corrigan	Lincolnshire Business Improvement Group
Peter Isaac	Oldrids and Downtown
Ken Rustidge	Lincolnshire National Education Union
Councillor B Young	Executive Councillor for Community Safety and People Management, (LCC)
Marc Jones	Police Crime Commissioner
Pete Moore	LCC Finance
David Forbes	LCC Finance
Michelle Grady	LCC Finance
Claire Machej	LCC Finance

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Open Report on behalf of Tony McArdle, 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 outcomes and measures generally as 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 finally 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 changes are reflected in the equalities objectives detailed in Appendix C. The equalities objectives have been proposed on the basis that these are the outcomes from the Commissioning Strategies and progress will be evidenced through the measures in the council business plan.

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 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.

The Report presents performance against outcomes and measures that are the Council Business Plan many of which relate to people with a protected characteristic including young people, older people and people with a disability. It is the responsibility of each service when it is considering making a change, stopping, or starting a new service to make sure equality considerations are taken into account and an equality impact analysis completed.

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

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

The Report presents performance against outcomes and measures that are the Council Business Plan. It is the responsibility of each service when it is considering making a change, stopping, or starting a new service to have regard to the JSNA and the JHWS.

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 The Report presents performance against outcomes and measures that are the Council Business Plan. It is the responsibility of each service when it is considering making a change, stopping, or starting a new service to comply with section 17 of the Crime and Disorder Act 1988.

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 Councillors.

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	Draft Council Business Plan 2018-2020
Appendix B	Changes to Council Business Plan
Appendix C	Equalities Objectives

8. Background Papers

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









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

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





Appendix A - Draft Council Business Plan 2018-2020

Commissioning Strategy	Outcomes	Measures	Annual Target April 2017 – March 2018	Latest Performance and Target April 2017 – Sept 2017	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2017
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 -at time of writing -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 -at time of writing -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	

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




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		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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


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		<p>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).</p>	<p>3.27 per 10,000 population 243 fires</p>	<p>Actual 1.96 per 10,000 population 146 fires Target 1.64 per 10,000 population 121 fires</p>	<p>3.08 per 10,000 population 229 fires</p>	<p>3.08 per 10,000 population 229 fires</p>	<p>Lower is better</p>	<p>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.</p> 
		<p>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).</p>	<p>3.35 per 10,000 population 247 fires</p>	<p>Actual 2.52 per 10,000 population 187 fires Target 2.19 per 10,000 population 161 fires</p>	<p>3.27 per 10,000 population 243 fires</p>	<p>3.27 per 10,000 population 243 fires</p>	<p>Lower is better</p>	<p>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.</p> 
<p>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</p>	<p>Children are safe and healthy</p>	<p>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.</p>	<p>680 children 48 per 10,000 population under 18 (confirmation of 'number of children' required due to revised target from Q1)</p>	<p>Actual as at 30th September 2017 690 children 47.9 per 10,000 population under 18 Target as at 30th September 2017 680 children 48 per 10,000 population under 18</p>	<p>680 children 48 per 10,000 population under 18</p>	<p>680 children 48 per 10,000 population under 18</p>	<p>Lower number of looked after children is better</p>	

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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	<p>Actual as at 30th September 2017 362 children 25.5 per 10,000 population under 18</p> <p>Target as at 30th September 2017 340 children 24 per 10,000 population under 18</p>	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	<p>Actual average July 2017 – Sept 2017 374 days</p> <p>Target average July 2017 – Sept 2017 430 days</p>	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	<p>Actual average July 2017 – Sept 2017 167 days</p> <p>Target average July 2017 – Sep 2017 200 days</p>	175 days	175 days	Lower number of days is better	
<p>Safeguarding adults The purpose of this commissioning strategy is that vulnerable adults' rights are protected so that everyone can live safely and</p>	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%	<p>Actual 100%</p> <p>Target 100%</p>	100%	100%	Higher percentage is better	
		<p>114. Percentage of completed safeguarding</p>	n/a	Actual	31%	31%	Lower	n/a





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



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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	

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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%</p> <p>114,469 people</p> <p>Target April – June 2016 55%</p> <p>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</p> <p>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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




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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	

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


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		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	
	Communities and residents are supported to be involved in local decision making and have their views taken into account	39. Voluntary and community groups/organisations actively supported in Lincolnshire A Non-governmental organisation refers to civil society organisations (i.e. voluntary organisations and community led organisations).	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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


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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. 
		<p>45. 16-17 year old Looked After Children participating in Learning</p> <p>This measures young people recorded as being Looked After Children at the end of the reporting period and will not take into consideration the length of time that they have been in local authority care. This measure is reported as a snap shot in time.</p>	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. 
		<p>46. Care Leavers in Suitable Accommodation</p> <p>A care leaver is a young person who reaches the age of 18 who had been in local authority care. This measure is reported as a snap shot in time.</p>	92%	Actual as at 30 th September 2016 92.6% Target as at 30 th September 2016 92%	92%	92%	Higher percentage is better	
<p>Readiness for school</p> <p>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.</p>	There is a secure foundation for all children to progress through school and life	<p>47. Achievement at a good level of development in the Early Years Foundation Stage</p> <p>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.)</p>	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	

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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		<p>48. Achievement gap between disadvantaged pupils and their peers at Foundation stage Achievement gap between the free school meals eligible pupils and their peers at Foundation 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)</p>	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	<p>49. Adults with learning disabilities who live in their own home or with family The measure shows the proportion of all adults with a learning disability who are known to the council, who are recorded as living in their own home or with their family.</p>	76%	Actual 78% Target 76%	79%	80%	Higher percentage is better	
		<p>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.</p>	50%	Actual 47.0% Target 48.8%	48%	49%	Higher percentage is better	
		<p>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).</p>	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
		<p>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.</p>	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%	Actual 40% Target 47.5%	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>	71.4% Target Apr 16 –Mar 17	Actual Apr 16 –Mar 17 64.4% Target Apr 16 –Mar 17 71.4%	71% Target Apr 18- Mar 19	71% Target Apr 19 -Mar 20	Higher is better	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>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>	1,440 per 100,000 8,500 carers	Actual 1,417 per 100,000 8,431 carers Target 1,440 per 100,000 8,500 carers	1,540 per 100,000 9,180 carers	1,630 per 100,000 9,680	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	Actual 32% 2016/2017	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	Actual 70% 2016/17	85%	85%	Higher percentage is better	n/a as new measure in CBP 2018-2020

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






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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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


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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.		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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



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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	—	
		<p>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%).</p>	Higher percentage is better	●				

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





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		the end of the Quarter to which it applies.						
		<p>78. Household waste recycled and composted</p> <p>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%	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</p> <p>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</p> <p>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</p> <p>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</p> <p>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			

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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	










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 -at time of writing -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	
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	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	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	Reported annually in Q4	To be agreed once the implications of the Apprenticeship Reforms (which covers all ages) are understood.	n/a	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 -at time of writing -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 -at time of writing -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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Appendix C - Equalities Objectives in the Council Business Plan 2018 - 2020

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

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

Equalities objectives had to be published for the first time by 6 April 2012 and then at least every 4 years. We first published our equalities objectives in the council business plan approved by Council in February 2012. Our equalities objectives were reviewed and published in the council business plan approved by Council in February 2016.

The Equality and Human Rights Commission guidance is that equality objectives are seen as part of the business plan. The equalities objectives have been updated to reflect the changes in the council business plan.

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

Commissioning Strategy	Proposed equality objective (Commissioning strategy outcome)	Measures	Protected characteristics	Aims of the Public Sector Equality Duty
Protecting the public	Increase public confidence in how we tackle domestic abuse	<p>Reported incidents of domestic abuse (Measure 7)</p> <p>Domestic homicides (Measure 8)</p> <p>Repeat victims of domestic abuse to MARAC (Measure 9)</p>	<ul style="list-style-type: none"> - Race - Sex - Sexual orientation 	<p>Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.</p> <p>Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.</p>
	Reduce the number of young people committing a crime	<p>Juvenile First Time Offenders (Measure 15)</p> <p>Juvenile Re-offending (Measure 125)</p>	<ul style="list-style-type: none"> - Age - Race - Sex 	<p>Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.</p> <p>Foster good relations between people who share a protected characteristic and people who do not share it.</p>
Children are safe and healthy	Children are safe and healthy	<p>Looked After Children (Measure 23)</p> <p>Children who are subject to a child protection plan (Measure 24)</p> <p>Average time taken to move a child from care to an adoptive family (Measure 25)</p> <p>Average time taken to match a child to an adoptive family (Measure 26)</p>	<ul style="list-style-type: none"> - Age - Disability - Sex 	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.

Safeguarding adults	Safeguarding adults whose circumstances make them vulnerable, protecting them from avoidable harm and acting in their best interests where they lack capacity	Safeguarding cases supported by an advocate (Measure 28) Percentage of completed safeguarding enquiries where risk was identified, where the 'source of risk' is a service provider (Measure 114) Percentage of outstanding Deprivation of Liberty (DoL's) applications completed (Measure 115)	<ul style="list-style-type: none"> - Disability - Age - Sex - Race 	Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Wellbeing	People are able to live life to the full and maximise their independence	Percentage of people supported by the Wellbeing Service to improve their outcomes (Measure 110) Percentage of people accessing housing-related support services that are successfully 'supported to access and maintain their settled accommodation' (Measure 112) Percentage of emergency and urgent deliveries and collections completed on time within Integrated Community Equipment Services (Measure 113)	<ul style="list-style-type: none"> - Age - Disability - Sex 	Advance equality of opportunity between people who share a relevant characteristic and people who do not share it.
Community resilience and	Make a positive difference for our	We want to make a positive difference for our	All protected characteristics	Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited

assets	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.	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 (Measure 40)	will be considered as part of EIAs.	by or under the Act. Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
	Communities and residents are supported to be involved in local decision making and have their views taken into account	People supported who have accessed volunteer opportunities through Lincolnshire County Council (Measure 105)	- Age - Disability	Advance equality of opportunity between people who share a relevant characteristic and people who do not share it. Foster good relations between people who share a relevant protected characteristic and people who do not share it.
Readiness for adult life	Young people are supported to reach their potential	Achievement gap between disadvantaged pupils and their peers at Key Stage 4 (Measure 42) 16-17 year old Looked After Children participating in Learning (Measure 45) Care Leavers in suitable accommodation (Measure 46)	- Disability - Age - Sex - Race	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Readiness for	There is a secure	Achievement at a good level	- Age	Advance equality of opportunity between people who

school	foundation for all children to progress through school and life	of development in the Early Years Foundation Stage (Measure 47) Achievement gap between disadvantaged pupils and their peers at Foundation stage (Measure 48)	<ul style="list-style-type: none"> - Disability - Sex - Race 	share a relevant protected characteristic and people who do not share it.
Learn and Achieve	Improve educational attainment for all pupils	Permanent exclusions (Measure 67) Percentage of pupils achieving the threshold in English and mathematics at Key Stage 4 (Measure 104)	<ul style="list-style-type: none"> - Age - Disability - Sex 	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Specialist Adult Services	Enhanced quality of life and care for people with learning disability, autism and or mental health	Adults with learning disabilities who live in their own home or with family (Measure 49) Adults who receive a direct payment (Learning Disability or Mental Health) (Measure 51) Percentage of adults aged 18-64 with a mental health problem living independently (Measure 117)	<ul style="list-style-type: none"> - Disability - Age - Sex 	Advance equality of opportunity between people who share a protected characteristic and people who do not share it
	People have a positive experience of care	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 (Measure 118)	<ul style="list-style-type: none"> - Disability 	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.

		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 (Measure 119)		
Carers	Carers feel valued and respected and able to maintain their caring roles	<p>Carers included or consulted in discussions about the person they care for (Measure 56)</p> <p>Carers supported in the last 12 months per 100,000 (Measure 59)</p> <p>Percentage of carers who reported that they had as much social contact as they would like (Measure 120)</p> <p>Percentage of eligible carers (caring for adults) who have received a review of their needs in the period (Measure 121)</p>	<ul style="list-style-type: none"> - Age - Sex - Disability 	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Adult Frailty and long Term Conditions	Enhance the quality of life for people with care and support needs	<p>Adults who receive a direct payment (Adult Frailty and Long Term conditions) (Measure 63)</p> <p>Percentage of people who report that services help them to have control over their daily</p>	<ul style="list-style-type: none"> - Age - Disability - Sex 	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.

		life (Measure 123)		
	Delay and reduce the need for care and support	<p>Permanent admissions to residential and nursing care homes aged 65+ (Measure 60)</p> <p>Percentage of requests for support for new clients, aged 65 and over, where the outcome was long term support services (Measure 122)</p> <p>Percentage of completed episodes of Reablement where the outcome was either no ongoing support or support of a lower level (Measure 124)</p> <p>People in receipt of long term support who have been reviewed (Measure 65)</p>	<ul style="list-style-type: none"> - Age - Disability - Sex 	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Learn and Achieve	Improve educational attainment for all pupils	<p>Permanent exclusions (67)</p> <p>Percentage of pupils achieving the threshold in English and mathematics at Key Stage 4 (Measure 104)</p>	<ul style="list-style-type: none"> - Age - Disability - Sex 	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.

<p>How we do our business</p> <p>Enablers to the business</p> <p>Partnership engagement and support</p>	<p>Impact and increase employment and apprenticeship opportunities currently offered to young people aged 16 - 24 within Lincolnshire County Council.</p>	<p>Growth in apprenticeships and the knock on effect of the employment of young people (Measure 106)</p>	<ul style="list-style-type: none"> - Age - Disability 	<p>Advance equality of opportunity between people who share a protected characteristic and people who do not share it</p>
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