

County Offices
Newland
Lincoln
LN1 1YL

25 June 2018

Executive

A meeting of the Executive will be held on **Tuesday, 3 July 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



Richard Wills
Head of Paid Service

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 OBE, 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, 3 JULY 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		
4	Minutes of the Meeting of the Executive held on 5 June 2018		5 - 8
KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE			
5	Commercialisation and Commissioning Strategies <i>(To receive a report from the Executive Director of Finance and Public Protection, which identifies progress made by the Council on commissioning commercialisation)</i>	I015755	9 - 92
6	Review of Financial Performance 2017/18 <i>(To receive a report from the Executive Director of Finance and Public Protection, which describes the Council's financial performance in 2017/18)</i>	I015182	93 - 132
7	Looked After Children and Care Leavers Strategy 2018-21 <i>(To receive a report from the Executive Director of Children's Services, which seeks approval of the Looked After Children and Care Leavers Strategy 2018-21, detailed at Appendix A to the report)</i>	I015718	133 - 150
NON KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE			
8	Council Business Plan 2017 - 2018 Performance Report, Quarter Four <i>(To receive a report from the Executive Director of Finance and Public Protection, which invites the Executive to note and consider 2017/2018 Quarter 4 performance and approve the proposed changes to reporting, as set out in this report)</i>	I015765	151 - 160

9 Access to the Public Sector Network

I015986

161 - 172

(To receive a report from the Executive Director for Environment and Economy, which sets out the options for securing continued access to the Public Sector Network and seeks approval to secure such access through an extension to the existing contractual arrangements procured and delivered through the East Midland Public Sector Network companies, as explained in the report)

Democratic Services Officer Contact Details

Name: **Cheryl Hall**
Direct Dial **01522 552113**
E Mail Address cheryl.hall@lincolnshire.gov.uk

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

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

Contact details set out above.

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



**EXECUTIVE
5 JUNE 2018**

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

Councillors C J Davie (Executive Councillor for Economy and Place), 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)

Councillors: Mrs A M Newton, Mrs M J Overton MBE and R B Parker attended the meeting as observers

Officers in attendance:-

Debbie Barnes OBE (Executive Director, Children's Services), Cheryl Hall (Democratic Services Officer), John Monk (Group Manager (Design Services)), Pete Moore (Executive Director, Finance and Public Protection), Daniel Steel (Scrutiny Officer), Professor Derek Ward (Director of Public Health), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and Richard Wills (Head of Paid Service and Executive Director, Environment and Economy).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs P A Bradwell OBE and E J Poll.

2 DECLARATIONS OF COUNCILLORS' INTERESTS

There were no declarations of interest.

3 ANNOUNCEMENTS BY THE LEADER, EXECUTIVE COUNCILLORS AND EXECUTIVE DIRECTORS

There were no announcements.

4 MINUTES OF THE MEETING OF THE EXECUTIVE HELD ON 1 MAY 2018

RESOLVED

That the minutes of the meeting of the Executive held on 1 May 2018 be signed by the Chairman as a correct record.

5 ANNUAL REPORT OF THE DIRECTOR OF PUBLIC HEALTH ON THE HEALTH OF THE PEOPLE OF LINCOLNSHIRE 2017

Consideration was given to a report from Derek Ward (Director of Public Health), which invited the Executive to receive the Annual Report on the Health of the People of Lincolnshire which had been produced by Tony McGinty (Interim Director of Public Health), and consider the recommendations included in each chapter.

The Director of Public Health presented the report to the Executive and in doing so highlighted that the Annual Report had covered two topics that were high on the agenda for local organisations locally: a chapter on the potential of prevention; and a chapter on renewing the focus on the biological and environmental threats to people's health and the systems in place to track those hazards and protect Lincolnshire from harm.

The importance of exercise in reducing the risk of certain life-long conditions was discussed and it was queried how the Director of Public Health intended on encouraging an increase in levels of physical activity. It was highlighted that a whole system approach would be required to achieve the largest impact. However, targeted work would be carried out aimed at children and young people to encourage the Daily Mile; middle-aged adults would be encouraged to increase their levels of physical activity; and older people could be encouraged to undertake chair-based exercises.

The Global Challenge, which is currently taking place, was highlighted as a good example of a way in which to encourage an increase in physical activity through working in Teams and submitting daily step counts.

RESOLVED

That the Annual Report on the Health of the People of Lincolnshire from the Interim Director of Public Health be received.

6 REPRESENTATION ON OUTSIDE BODIES

Consideration was given to a report from the Executive Director with responsibility for Democratic Services, which invited the Executive to consider the Outside Body List applicable to the Executive, as detailed at Appendix A to the report, and to note the appointment changes by the Leader and Executive Councillors since 6 June 2017, as detailed at Appendices B and C to the report.

It was agreed that the Member of the Greater Lincolnshire Local Enterprise Partnership be amended from Councillor A Bridges to Councillor B M Dobson, as the newly appointed Chairman of the Environment and Economy Scrutiny Committee.

It was advised that the appointments to organisations, as detailed in Appendix B be delegated to the Leader of the Council and Appendix C be delegated to the Executive Councillor listed, and circulated to all County Councillors once finalised.

RESOLVED

- (1) That the Outside Body list, as detailed at Appendix A to the report, be approved subject to the Member of the Greater Lincolnshire Local Enterprise Partnership Company Limited being amended from Councillor A Bridges to Councillor B M Dobson.
- (2) That appointments to organisations, as detailed in Appendix B to the report, be delegated to the Leader of the Council, and circulated to all County Councillors for information.
- (3) That appointments to organisations, as detailed in Appendix C to the report, be delegated to the Executive Councillor listed, and circulated to all County Councillors for information.

7 IMPACT OF THE PART NIGHT STREET LIGHTING POLICY SCRUTINY REVIEW - FINAL REPORT

A report from the Director with responsibility for Democratic Services was considered, which presented the Executive with the Scrutiny Panel's final report following its scrutiny review into the Impact of the Part Night Street Lighting Policy. Attached at Appendix A to the report was a copy of the Final Report of the Scrutiny Panel.

The Scrutiny Panel was chaired by Councillor Mrs A M Newton. The Scrutiny Panel had also included Councillors S R Kirk (Vice-Chairman), G E Cullen, D McNally, P A Skinner, A N Stokes, M J Storer and R Trollope-Bellew. The scrutiny review had been carried out between October 2017 and April 2018.

The Executive was asked to make arrangements to respond to the report by 5 September 2018.

Councillor Mrs A M Newton (Chairman of the Scrutiny Panel) presented the report to the Executive, alongside the Group Manager (Design Services) and the Scrutiny Officer. The Executive was advised that the purpose of the review was to look at the impact of the change in the Street Lighting Policy to turn street lights off in certain areas between midnight and 6.00 am. The review had considered topics including the environment; road collisions; crime rates; fears about safety and crime; emergency services; health; public health services; the impact on businesses; and the night time economy.

The views of the public and partner organisations had been sought as part of the review and the Chairman took the opportunity to thank all those who had completed the online questionnaire, of which circa 5,300 responses had been received.

The Chairman of the Scrutiny Panel thanked the members and officers involved in the scrutiny review. The Chairman presented each of the five scrutiny panel recommendations to the Executive.

4

EXECUTIVE 5 JUNE 2018

The Executive supported, in principle, the five recommendations as detailed within the report. However, it was suggested that the Executive Councillor for Community Safety and People Management liaised with Lincolnshire Police, to ascertain whether it would be possible for their recording systems to be adjusted to enable the recording of lighting conditions for when crime had occurred. It was highlighted that the content of the recording system was centrally imposed and it was therefore unclear as to whether an adjustment could be possible. In response, the Chairman of the Scrutiny Panel advised that the Panel had been advised by the Chief Constable that this could be implemented.

The Chairman of the Overview and Scrutiny Management Board highlighted that the final report had been considered by the Board at its meeting on 26 April 2018. The comments of the Board were detailed on 77 and 78 of the Executive report.

RESOLVED

- (1) That the Scrutiny Review on the Impact of the Part Night Street Lighting Policy be received.
- (2) That the Executive supports, in principle, the five recommendations of the Scrutiny Review, as detailed in Appendix A to the report.
- (3) That the Executive Councillor for Community Safety and People Management be requested to respond to the report by 5 September 2018:
 - (a) to indicate in the response which recommendations have been accepted; and
 - (b) where recommendations are accepted, to bring forward an action plan for their implementation.

The meeting closed at 11.15 am.

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

Report to:	Executive
Date:	03 July 2018
Subject:	Commercialisation and Commissioning Strategies
Decision Reference:	I015755
Key decision?	Yes

Summary:

This report identifies progress made by the Council on commissioning commercialisation. It asks the Executive to approve the content of the Commissioning Strategies in the form attached at Appendix B and to approve the Commercialisation Strategy at Appendix D.

Recommendation(s):

That the Executive:

1. Approve the content of the Commissioning Strategies which have been considered by the relevant Scrutiny Committee set out in the form of the Highlight Reports attached at Appendix B;
2. Receive a further report before approving the Commissioning Strategies which are yet to be considered by the relevant Scrutiny Committee and which are itemised at Appendix C once they have been to scrutiny;
3. Approves the Commercialisation Strategy at Appendix D;
4. Delegates to the Executive Director of Finance and Public Protection the setting of a target for the generation of income collection in consultation with the Leader, the Executive Councillor for Commercial and Environmental Management and the Chief Executive as part of the budget setting process.

Alternatives Considered:

Not to approve either the Commissioning Strategies' content as set out in Appendix B or the Commercialisation Strategy set out in Appendix D.

Reasons for Recommendation:

Increasingly the Council sees itself as a commissioner of services whether that be from in-house providers, external contractors, shared services or other similar arrangements. The view is that Commissioning Strategies will ensure ;

- the better matching of need and improved services
- the better development of services in accordance with priorities
- better balance between tiers of services e.g. an increase in preventative services
- increased causal connectivity between services and desired outcomes
- better engagement with service users, the market and commissioning partners

In order to balance future budgets the Council needs to embrace commercialisation and the opportunities that presents for both income generation and improved service.

Amendments can be made to the strategies if required.

Background

Commissioning

1. Lincolnshire County Council is a commissioning council. Within the Business Plan we define our purpose to include commissioning for outcomes based on our communities' needs. The commissioning principles we work to are;

- Councillors are at the heart of shaping and making strategic decisions;
- Securing high quality evidence of needs in the context of political priorities and a consistent approach;
- We focus on the outcomes we are seeking to achieve;
- We commission with others where that would improve results;
- High quality support operates across the Council;
- Commissioners are ultimately accountable and in turn hold Service Providers to account.

2. We created a definition of what we mean by commissioning...

"Commissioning is the cycle of assessing the needs of people in an area, designing and then achieving appropriate outcomes. The service may be delivered by the public, private or civil society (a.k.a. third sector) sectors."

3. Outcomes are the direct results or benefits for individuals, families, groups, communities, organisations, or systems and cover the issues that matter to people. National outcomes have been developed for Public Health and Adult Care. The Council reports its performance against these, and outcomes it has chosen in the Business Plan. Examples include, people have a positive experience of care; reduce the risk of flooding and children are safe and healthy.

4. The Council's functional areas were covered in seventeen groupings which were each to be governed by a single commissioning strategy. The 2015-16 budgets were re-structured to enable reporting to reflect the seventeen strategies and performance reporting was also changed to reflect the chosen outcomes.
5. In 2017 further work was undertaken to simplify commissioning and to review Member involvement so that senior members had early sight of proposed outcomes, services and how they might best be delivered. This resulted in a "Minimum requirements for Commissioning Strategies and Plans" which commissioners follow. It is attached at Appendix A.
6. For ease and consistency a Commissioning Highlight Report template was set out enabling each Commissioning Strategy to be summarised in a way which included the minimum requirements. Additionally the 17 Commissioning Strategies were reduced to 14. This was because the areas set out in Table 1 below do not fit well within a commissioning approach as much of it is regulatory and policy activity. Instead these activities provide a corporate framework for the Council's business supporting the other commissioning strategies.

Table 1

Chief Officer	Draft Commissioning Strategy Title & Description	Activities in scope
Executive Director of Finance and Public Protection	<p>Enablers and support to the Council's outcomes</p> <p>This commissioning strategy will include the enablers required to support the delivery of the Council's agreed outcomes.</p>	<ul style="list-style-type: none"> • ICT Strategy & support • Property Strategy & support • People Strategy & support • Commissioning / procurement / contract strategy & support • Specialist programme management & support • Strategic communication • Lincolnshire Research Observatory (LRO)
Executive Director of Finance and Public Protection	<p>How we do our business</p> <p>This commissioning strategy will include the overarching governance and standards for the Council, including decision making through the democratic process.</p>	<ul style="list-style-type: none"> • Budget & Policy Framework • Finance & Audit • Corporate Standards & culture • Decision making, including democratic processes

Chief Officer	Draft Commissioning Strategy Title & Description	Activities in scope
Chief Executive	<p>Enablers and support to key relationships</p> <p>This commissioning strategy encompasses the Council's corporate strategies and the support to our relationships with the public, service users, partners and outside bodies.</p>	<ul style="list-style-type: none"> • Partnership engagement & support

7. With regard to Executive member engagement the approach has been to make the most of informal consultation through a Commissioning Board allowing fuller and earlier engagement without imposing a significant additional resources burden. This is in addition to and not instead of the formal decision making required for example to go out on a procurement or to let a major contract. A member led Commissioning and Commercial Board was established in 2017 to monitor the progress and implementation of the Council's Commissioning Strategies.
8. The Commissioning and Commercial Board has now been consulted on all of the Highlight Reports for the 14 Commissioning Strategies. Further many of those Strategies have also been through their relevant Scrutiny Committee e.g. Children and Young People Scrutiny Committee. These are those Strategies summarised in Appendix B. Those Commissioning Strategies which are yet to go through Scrutiny are summarised in Appendix C.

Commercialisation

9. The Council is conscious of the need for greater commercialisation to help with ongoing financial challenges and to maintain and improve service. A draft Commercialisation Strategy has been developed and is attached at Appendix D. The work has been led by the Executive Director for Finance and Public Protection with engagement from the Executive Councillor for Commercial and Environmental Management. The draft strategy takes a broad view of commercialisation covering a wide scope of activity. It has benefited from work done by other authorities in this area.
10. What is particular to Lincolnshire's Strategy is the identification of 2 main commercial principles (i) the customer service ethos is at the heart of everything we do and (ii) the need to manage risk so that we do not put the public service offer at risk. As a result we are unlikely to invest in opportunities outside of Greater Lincolnshire and any risk taken must be well managed and proportionate to the reward. In general terms there is little

point in taking significant risk that could result in material losses if the reward on success is small.

11. The draft Commercialisation Strategy sets out different categories of commercialisation some of which are business as usual within existing resource and the others which are project and business case based. Arranged on a continuum depending on the degree of risk the activities are as follows;

- Adopting a commercial mindset and displaying commercial acumen and discipline;
- Being productive in everything we do for ourselves;
- Increased focus on how we buy goods and services including procurement, contract management, shared service arrangements;
- Maximising the return on our assets;
- Covering our costs through charging;
- Trading our services;
- Investing.

12. Existing governance arrangements will be used to oversee commercialisation so that CMB and the Commissioning and Commercial Board will provide early feedback prior to the Council's formal decision making being invoked. A project scoring tool to help with prioritising commercial projects is included at the back of the draft strategy at Appendix D. This will be developed over time with experience.

13. So that budgets can be managed the Council needs to understand what income it can reasonably expect to generate over the short and medium term and what the resourcing implications of that are. With this in mind an income generation target would be helpful whilst accepting that returns in the very short term are unlikely.

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.

It is not considered that the approval of the content of the Commissioning Strategies or the adoption of the Commercialisation Strategy have any direct Equality Act implications. There may be differential impacts on groups with a protected characteristic arising out of specific projects and initiatives and these impacts will be reported to the Executive through the usual formal decision-making arrangements for those projects and initiatives.

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 JSNA and the JHWS as well as national outcomes frameworks have been taken into account in the development of the Commissioning Strategies. As an overarching strategy, the Commercialisation Strategy has no direct impact on the JSNA or the JHWS. Regard will be had to the JSNA and JHWS in developing individual initiatives arising out of either the Commissioning Strategies or the Commercialisation 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.

Certain of the Commissioning Strategies especially those in the area of Public Protection but also Children's Services and other areas have direct impacts and are designed to have direct impacts on the section 17 issues. While the Commercialisation Strategy has no direct implications for section 17 issues these will be taken into account in reaching future formal decisions on individual initiatives and projects.

Conclusion

The Executive is invited to approve the recommendations.

Legal Comments:

The Council has the power to adopt the contents of the Commissioning Strategies and the Commercialisation Strategy.

The decision is consistent with the Policy Framework and within the remit of the Executive.

Resource Comments:

There are no additional budget implications arising from this report.

Consultation

Has The Local Member Been Consulted?

N/a

Has The Executive Councillor Been Consulted?

Yes

Scrutiny Comments

The decisions set out in this Report will be the subject of pre-decision scrutiny by the Overview and Scrutiny Management Board on 28 June 2018 and the comments of the Board will be reported to the Executive at its meeting.

The strategies contained in Appendix B of this report were considered at the following Scrutiny committee meetings:

- 'Children are Safe and Healthy', 'Learn and Achieve', 'Readiness for Adult Life' and 'Readiness for School' at the Children and Young People Scrutiny Committee meeting on the 8th September 2017.
- 'Sustaining and Growing Business and the Economy' at Economic Scrutiny Committee on 21st July 2015.
- 'Protecting and Sustaining the Environment' at Economic Scrutiny Committee on 8th September 2015.
- 'Sustaining and developing prosperity through infrastructure' at Economic Scrutiny Committee on the 20th October 2015.
- 'Community Resilience and Assets' at Public Protection and Communities Scrutiny Committee on 13th June 2017.

Has a Risks and Impact Analysis been carried out?

Yes

Risks and Impact Analysis

See the body of the Report.

Appendices

These are listed below and attached at the back of the report	
Appendix A	Minimum Requirements for Commissioning Strategies and Plans
Appendix B	Commissioning Strategy Highlight Reports where the Commissioning Strategy has been to Scrutiny Committee
Appendix C	Commissioning Strategy Highlight Reports where the Commissioning Strategy has not been to Scrutiny Committee
Appendix D	Draft Commercialisation Strategy

Background Papers

No Background Papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of the Report.

This report was written by Sophie Reeve, who can be contacted on 01522 552578 or Sophie.reeve@lincolnshire.gov.uk .

Minimum requirements for Commissioning Strategies and Plans

1. Introduction

In 2013, Lincolnshire County Council declared that it was going to become a commissioning council. Within our Business Plan we define the County Council's purpose as...

- Making the best use of all of our resources
- Investing in infrastructure and the provision of services
- Commissioning for outcomes based on our communities' needs
- Promoting community wellbeing and resilience
- Influencing, co-ordinating and supporting other organisations that contribute to the life of Lincolnshire

We identified 17 strategies that incorporate all of our functions.

A new approach was proposed with a number of principles to be used across the Council in developing and delivering the Commissioning Strategies;

- Councillors at the heart of shaping and making strategic decisions
- Emphasis on high quality evidence of needs in the context of political priorities
- Focus on outcomes we are seeking to achieve and organising around them
- Commissioning with others where that would improve results
- Consistent approaches
- Right skills in the right place and time
- High quality support operating across the Council
- Commissioners ultimately accountable
- Members and commissioners hold all service providers rigorously to account

1.1 What is Commissioning?

We created a definition of what we mean by commissioning...

"Commissioning is the cycle of assessing the needs of people in an area, designing and then achieving appropriate outcomes. The service may be delivered by the public, private or civil society (a.k.a. third sector) sectors."

Effective commissioning is evidence based and focussed on the needs and desired outcomes for citizens and service users.

1.2 What is an outcome?

Outcomes are the direct results or benefits for individuals, families, groups, communities, organisations, or systems and cover the issues that matter to people. Examples include changes in knowledge, skill development, changes in behaviour and wellbeing. National outcomes have been developed for Public Health and Adult Care. The Council reports its performance against both these national outcomes and the outcomes it has chosen to adopt in its Business Plan.

Examples of outcomes in the Council's Business Plan include, ensure that people have a positive experience of care and support; reduce the risk of flooding and children are safe and healthy.

1.3 What is the commissioning cycle?

It is based on a standard Analyse, Plan, Do, Review approach.



We developed a toolkit around this to support Commissioners which can be found at

<http://george/section.asp?docid=106776&ovt=1>

There is no requirement to use the toolkit.

1.4 When to use Commissioning

Generally commissioning should be used whenever one of the following triggers occurs;

- Market change
- New or changed service requirement
- Changing Council priorities
- Contract renewal
- Current delivery not fit for purpose
- Budget pressures
- Time since last review

1.5 Councillor Engagement

We committed to taking political priorities into account and putting our Councillors, the elected representatives of our communities, at the heart of shaping and making strategic decisions.

Consequently, Councillors must be engaged in the approval and scrutiny of the following;

- Approval and scrutiny of Commissioning Strategies including the specified **Outcomes**
- Approval and scrutiny of Commissioning Plans including the **Services and Delivery Analyses and Commercial Model**

2 The Commissioning Strategy and Commissioning Plan

A Commissioning Strategy is a high level plan of action designed to achieve the prioritised needs and securing the Council's desired outcomes for the local population and the economy and place of Lincolnshire. It is the expression of long term wide ranging commissioning intentions indicating the needs to be met and outcomes to be secured and in general terms how this will be done for the future.

The level of resource expended and the amount of the development activity carried out should be proportionate to the scale of the Commissioning Strategy.

In some cases the Council will work with partner organisations to develop a joint Commissioning Strategy where the partner takes the lead using its agreed process rather than this Minimum Requirements document. Such an approach would meet the Council's requirements so long as it includes a needs assessment and is evidence based.

The development of a Commissioning Strategy should result in;

- the better matching of need and services
- the better development of services in accordance with priorities
- better balance between tiers of services e.g. an increase in preventative services
- increased causal connectivity between services and desired outcomes
- better engagement with service users, the market and commissioning partners

A Commissioning Plan details how we will deliver the Strategy, along with rationales and budget requirements for the recommended services and delivery channels.

Commissioners are responsible for the range of services in place and for ensuring that the money is well spent. Where there is a shortfall in the range of services available then that is the responsibility of the commissioner to address budget permitting for example by creating new delivery mechanisms (e.g. the transport Teckal).

3 Minimum Requirements-Commissioning Strategy –[A] Analyse Phase

3.1 Strategic Needs Assessment

The first step is to carry out a Strategic Needs Assessment of each of the local population; service users; economy and place as relevant. This will require the collation and analysis of the available relevant data and engagement with the local population and communities. The Joint Strategic Needs Assessment (JSNA), available on the [LRO](#), highlights health and wellbeing needs, other broader data sets are also available on the [LRO](#). The Council's [Open Data](#) Portal is another location where data relating to Lincolnshire is published which may be of use in developing the needs assessment.

The Customer Service Centre can be commissioned to collect customer feedback across the range of Council activity through bespoke one off or regular surveys. The Community Engagement Team can also help by identifying focus groups and independent representative groups who may be able to help in the gathering of relevant information. The team also holds asset management information.

Early engagement with relevant providers and the market more generally may also provide useful information whilst building relationships and signalling opportunities.

The evidence collected must be analysed and presented to provide an objective **Summary of Findings** document in plain English where acronyms are defined.

3.2 Understanding the Needs and How They Can Be Met

Once the **Summary of Findings** is available different perspectives and considerations must be taken into account to understand future needs and how best to address them to ensure that the outcomes arrived at are balanced. Each of the following considerations must take place and the methodology used and the analysis undertaken will need to be set out in a **Needs Analysis**: -

- Political priorities / risks
- Demographic and consultation feedback
- Legal framework
- National and local policy and guidance
- Current performance e.g. through a system and service performance analysis
- Stakeholder views
- Partners current commissioning activities and future intentions
- Available resources now and in the foreseeable future
- Market offers (external / internal)

The **Strategic Needs Assessment** will include a summary of the emerging issues and other factors to be taken into account identified from the interpretation of the **Needs Analysis**. This might include areas where there are conflicting drivers or where there may be some gaps in data or information. As a consequence judgements on the desired **Outcomes** identified from the **Strategic Needs Assessment** may need to be made on conflicting or partial information.

The Commissioning Strategy –further content

The Commissioning Strategy will include;

- Statement of scope-the functional areas which are in and out and why;
- A list of key stakeholders engaged with and the nature of the engagement ;
- The contribution of different Council service areas to meeting the specified needs/outcomes;
- A list of any documents which have been influential;
- the performance metrics;
- A starting position statement covering the existing contracts, partnerships, services and how they relate to the outcomes with input

from the current provider, with other key summary data including cost, utilisation, satisfaction etc.

- The inter-dependencies between the Commissioning Strategy in question and the other Commissioning Strategies with any assumptions about contributions from or towards other Commissioning Strategies in relation to the achievement of shared Outcomes being made explicit.

4. Minimum Requirements-Commissioning Plan [B] Plan Phase

4.1 A Commissioning Plan provides detail on the activities and services which provide the best way forward for the delivery of the identified **Outcomes**. Given the scale of activity in the Council it is only necessary to complete a Commissioning Plan when there is a reasonable likelihood that a change to the way we deliver the Outcomes would bring benefit. Where there is no anticipated benefit and no change proposed which may be for example in circumstances where the service delivers a regulatory function driven by statutory process, a Commissioning Plan is not required. In cases where the intention is not to complete a Commissioning Plan there must be a statement setting out the reasons why.

Where a Commissioning Plan is required the conclusions and recommended way forward will be set out in a **Services Analysis** drawn from the evidence and will set out the proposed activities to be undertaken and the services to be provided or secured to include priority and non-priority areas to be addressed e.g. statutory duties and nice-to-have's. The Commissioning Plan will also identify any significant issues or risks in terms of future delivery and meeting the outcomes and will include a statement detailing the current resources available to deliver the **Outcomes**.

4.2 Delivery Options

Our definition of commissioning clarifies that “The service may be delivered by the public, private or civil society sectors.” Commissioning Plans will identify the best channels for delivering the identified services and activities and will also consider the option of decommissioning as follows: -

- Internal
- External-grant or contract
- Partnership
- Co-production
- Influence
- Decommission

Internal services will need to demonstrate effectiveness and value for money. Consideration must be given as to whether any delivery channel is better than others for protecting the Council including its reputation in the event of service and or delivery failures.

An options appraisal to determine future delivery is needed a **Delivery Analysis**, which is clearly presented and evaluates the relative merits of each available delivery channel to achieve the required services and activities. It is likely that some of the activities and services identified in the **Services Analysis** will suit one delivery channel with other activities and services better suiting another.

Typical content for each option: -

- Description of delivery option
- Description of the governance arrangements to be adopted
- Outcome(s) the delivery option will achieve
- Alignment with policy and political priorities
- Cost/Benefit (or dis-benefit) & ROI (where appropriate)
- Other resources needed
- Risks
- SWOT analysis or equivalent analytical tool

The adopted option will form the basis of a **Delivery Plan**. Commissioners will develop a risk register for each **Delivery Plan** recording the identified risks, their severity, and the actions steps to be taken to mitigate them. The risk register will be maintained through implementation.

Realistic timetables for delivery should be set out with key milestones marked so that progress can be monitored and mitigating action taken if required.

4.3 Commercial Model

Where an external delivery or partnership delivery channel is chosen regard must be had to the most appropriate commercial terms to be applied. Key terms which generally will need to be determined are set out below. The ones in bold are the ones that members may want to be engaged on;

- **the duration of the arrangement;**
- **payment terms setting out what the Council will pay and whether payments are indexed and related to performance;**
- **where payment is related to performance the Key Performance Indicators, how they will be measured and the payment deductions to apply where performance fails;**

- how the arrangements can end early in the event of poor performance;
- any limits on the providers liability;
- the contractors right to use sub-contractors and the Council's rights on termination;
- Data Protection responsibilities/liabilities including information sharing agreements;
- where Council staff transfer pension liability;
- **where Council property is involved how occupation is to be dealt with and how the costs of maintenance and repair are to be apportioned;**
- the contingency arrangements which will be available in the event of provider failure which should be proportionate with the risk and scale of failure;
- delivery milestones for transformation activity or other contractual commitments.

The content will vary depending on matters such as the commerciality of the market, the balance of supply and demand, the nature of the services and the supplier's margin and appetite for risk.

Commissioners should provide a rationale for the position reached in each Delivery Plan having regard to the market and other stakeholders. Support can be obtained from the Commercial Team and Legal Services.

Commissioners must ensure that appropriate governance arrangements proportionate to the scale, complexity and urgency of the implementation remain in place until business as usual is achieved.

Commissioners should also make provision for adequate contract management on external arrangements so that the provider can be held to account.

Commissioning and Commercial Board

Collated Highlight Report

Report	Page
Children are safe and healthy	2
Learn and Achieve	5
Readiness for Adult Life	9
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Commissioning/Delivery Strategy	Children are Safe and Healthy		
Sponsor	Debbie Barnes	Commissioning Lead	Janice Spencer
Lead Officer (if applicable)	Mark Rainey	Stage	Commissioning Strategy completed. Tactical and operational commissioning plans are at varying stages of completion.

Summary Description

The purpose of the commissioning strategy is to ensure that Lincolnshire's children and young people are safe and healthy. This is achieved through children growing up in homes where they feel safe and where they are supported to make decisions to live a healthier life. The commissioning strategy reviews how Children's Services is performing to ensure that Lincolnshire children and young people are safe and healthy, adopting a Signs of Safety approach to understand what is working well, what we are worried about and establishes priorities to address what we are going to do about it.

<p>How have the "Needs" been established and agreed (include engagement activities)</p> <ul style="list-style-type: none"> Political priorities / risks – through engagement with the Executive portfolio holder as part of Executive Directorate Management Team meetings (DMT) along with desktop analysis. Demographic and stakeholder engagement feedback – various engagement activities are undertaken in relation to the specific commissioned services set out in the strategy. Legal framework, national and local policy and guidance – a desktop analysis has been undertaken. Current performance – summary analysis of targeted measures detailed within Appendix A. Available resources now and in the foreseeable future – a financial summary, including identified pressures and saving requirements, has been completed. Market offers (external / internal) – an overview of the marketplace has been undertaken to determine opportunities and highlight gaps. 	<p>What are the agreed "Outcomes"</p> <ul style="list-style-type: none"> Children are safe and healthy <ul style="list-style-type: none"> Children are safe and protected from harm Children and families are supported as soon as problems emerge Looked After Children feel supported and reach adulthood happy and healthy 	<p>How is success measured?</p> <table border="1" data-bbox="1435 775 2085 930"> <thead> <tr> <th>No. of measures</th> <th>Targeted/ measured?</th> <th>Of the targeted measures:</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>4 Targeted</td> <td>4 achieving the target</td> </tr> </tbody> </table> <p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A</p>	No. of measures	Targeted/ measured?	Of the targeted measures:	4	4 Targeted	4 achieving the target
No. of measures	Targeted/ measured?	Of the targeted measures:						
4	4 Targeted	4 achieving the target						

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Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Independent Foster Care	Multiple providers	Linked to individual needs of child	Linked to individual needs of child	Y	Linked to individual provider – Overall Good	N/A	Arrears (monthly)	Performance Driven	Y
Independent Residential Children's Homes	Multiple providers	Linked to individual needs of child	Linked to individual needs of child	Y	Linked to individual provider – Overall Good	N/A	Arrears (monthly)	Performance Driven	Y
Intense Needs Supported Accommodation (INSA)	Multiple providers	Linked to individual needs of child	Linked to individual needs of child	Y	Linked to individual provider – Overall Average	N/A	Arrears (weekly)	Performance Driven	Y
Supported Accommodation for Unaccompanied Asylum Seeking Children	Locate Limited	Linked to individual needs of child	Sep 2017	Y	Good	N/A	Arrears (monthly)	Performance Driven	Y
Children & Adolescent Mental Health Services (CAMHS)	LPFT	2 + 1 years (Mar 2019)	Jan 2018	Y	Good	N/A	Arrears (quarterly)	Performance Driven	N
Healthy Minds Lincolnshire Service	LPFT	3 + 1 + 1 years (Sep 2022)	Jan 2019	Y	New service – October 2017	N/A	Arrears (quarterly)	Performance Driven	N
Return Interview Service (for Children who have runaway or gone missing from home or care)	Barnardo's	12 months (Mar 2018)	Oct 2017	Y	Good	N/A	Arrears (quarterly)	Performance Driven	Y
Safe Families for Children – supporting families on the edge of care	Safe Families for Children	12 months (Mar 2018)	Oct 2017	Y	Good	N/A	Arrears (monthly)	Performance Driven	Y

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Existing Pooled Budget/Co-commissioning arrangements (if any)

CAMHS - a jointly commissioned service, in partnership with Lincolnshire Clinical Commissioning Groups (CCGs), with Children's Services acting as Lead Commissioner. The pooled fund for 16/17 (£7.2m) is made up mainly via contributions from CCGs (£6.35m).

LSCB – a Pooled budget of c. £0.5m held by LCC who host the Lincolnshire Safeguarding Children Board. Contributions come from Children's Services, CAFCASS, CRC, District Councils, Health, Fire & Rescue, Lincolnshire Police, HMP Lincoln etc.

Property Implications (if any)

Desire to utilise existing Council properties – such as Fire Houses – to meet the needs of Children and Young People requiring (Intense Needs) Supported Accommodation. Some co-location as a result of partnership working with other agencies e.g. SAFE Team/Barnardo's at Grantham Police station, PCSO/ DWP secondees as part of Troubled Families programmes etc.

Commercial opportunities (if any)

Will be considered and explored as part of ongoing review of individual elements of the Commissioning Strategy. However, one immediate possibility may be to consider utilising the recent expansion of bed spaces at The Beacon, Grantham, to offer residential care to Children with a Disability (CWD) from other Local Authorities.

Commissioners Comments

Completed by: Janice Spencer (Assistant Director)

Work is being undertaken through a dedicated Looked After Children (LAC) and Care Leavers Accommodation Board to face the challenges presented by an increasing number of and enhanced level of complexity of LAC within our in-house services, and to develop and improve the commissioning of placements for children and young people across the independent sector for Foster Care, Residential Children's Homes and supported accommodation so that there is a clear pathway in place to enable step-up/step-down provision and reduce the number of expensive independent sector placements.

Status (RAG)

Supporting comment if Red or Amber

Green

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Appendix A

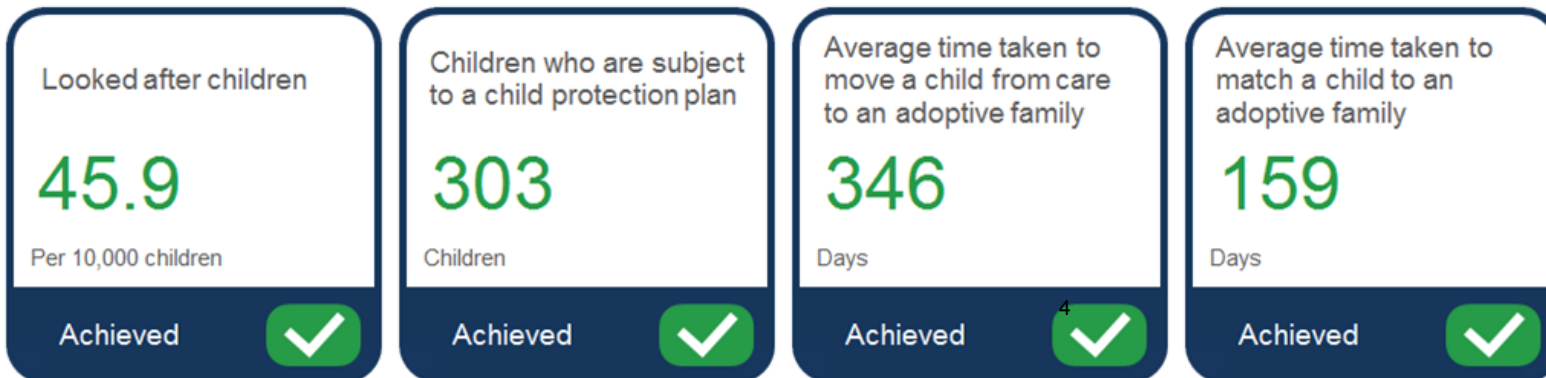


Children are safe and healthy

The purpose of this commissioning strategy is that children growing up in Lincolnshire are safe and healthy. We think this can be achieved by children growing up in homes where they feel safe and are supported to make decisions to live a healthier life.

[Show performance](#)

Children are safe and healthy



Commissioning/Delivery Strategy	Learn and Achieve		
Sponsor	Debbie Barnes	Commissioning Lead	Heather Sandy
Lead Officer (if applicable)	Caroline Jackson	Stage	Commissioning Strategy completed. Tactical and operational commissioning plans are at varying stages of completion.

Summary Description
 This commissioning strategy reviews how Children's Services is performing to ensure that Lincolnshire children and young people learn and achieve, adopting a Signs of Safety approach to understand what is working well, what we are worried about and establishes priorities to address what we are going to do about it. The principles that support Learn & Achieve are joint working, innovative practice and the perpetual pursuit of improvement.

<p>How have the "Needs" been established and agreed (include engagement activities)</p> <p>Political priorities / risks – through engagement with the Executive portfolio holder as part of Executive Directorate Management Team meetings (DMT) along with desktop analysis. Demographic and stakeholder engagement feedback – various engagement activities are undertaken in relation to the specific commissioned services set out in the strategy.</p> <ul style="list-style-type: none"> • Legal framework, national and local policy and guidance – a desktop analysis has been undertaken. • Current performance – summary analysis of targeted measures detailed within Appendix A. • Available resources now and in the foreseeable future – a financial summary, including identified pressures and saving requirements, has been completed. • Market offers (external / internal) – an overview of the marketplace has been undertaken to determine opportunities and highlight gaps. 	<p>What are the agreed "Outcomes"</p> <p>Children and young people are able to learn and achieve:</p> <ul style="list-style-type: none"> • Improve educational attainment for all pupils • Young people thrive in learning environments which best meet their needs • To improve the outcomes of our most vulnerable children 	How is success measured?			
		No. of measures	Targeted/ measured?	Of the targeted measures:	
		5	5 Targeted	2 not achieving the target 1 improving but not achieved 2 achieved	
<p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A</p>					

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Short breaks provision for children with disabilities (CWD)	Action for Children	2 years (Mar 18)	Oct 2017	Y	Good	N/A	Arrears (monthly)	Performance Driven	N
Early support and learning provision for CWD	KIDS	3 + 1 + 1 years (Apr 2020)	Oct 2017	Y	Good	N/A	Arrears (monthly)	Performance Driven	Y
Domiciliary care for CWD	Lincolnshire Community Health Services	3 + 1 + 1 years (Sep 2020)	Oct 2017	Y	Poor	Re-tender	Arrears (monthly)	Performance Driven	Y
Challenging Behaviour Outreach Service	Family Action	3 + 1 + 1 years (Aug 2021)	Jan 2019	Y	Good	N/A	Arrears (monthly)	Performance Driven	N
Autism and Learning Disability outreach service	Gosberton House Academy	3 + 2 years (Aug 2020)	Jan 2019	Y	Good	N/A	Arrears (monthly)	Performance Driven	N
Physical Disability outreach service	St Francis Special School	3 + 2 years (Aug 2020)	Jan 2019	Y	Good	N/A	Arrears (monthly)	Performance Driven	N
Home to school and college transport	Various (315 suppliers)	Various - Ongoing	Continuous	Y	Various (Overall Good)	Dependent upon specific supplier	Arrears (monthly)	Performance Driven	Y

Existing Pooled Budget/Co-commissioning arrangements (if any)

There are no specific arrangements in place although the outreach support services for challenging behaviour, autism/learning disabilities and physical disabilities are funded by the dedicated schools budget and agreed with the Schools Forum.

Property Implications (if any)

Not applicable.

Commercial opportunities (if any)

Recent gaps in the marketplace for home to school transport have resulted in the Council developing a commercial entity to fill this void; Transport Connect Ltd. Further commercial opportunities in relation to this sector will feature as part of the Sustaining and developing prosperity through infrastructure commissioning strategy.

Commissioners Comments	
Completed by: Heather Sandy (Chief Commissioning Officer for Learning)	Status (RAG)
As well as the Permanent Exclusions measures shown in Appendix A below there are also a number of other measures reported in the Council Business Plan for Learn and Achieve. They are all annually reported measures and the latest data is shown in the table below. The Council's SEND team is on track to meet the deadline for completion of all statements transfers is 31 st March 2018. The SEN Schools' Review is currently considering the county's specialist provision and how it can be enhanced to ensure pupils with SEN and Disabilities (SEND) have access to an integrated school system where they get the right health, care and education, in the right place, at the right time, as close as possible to where they live. The Council's work on the 'Inclusive Lincolnshire Strategy' is beginning to have marked impact. While elsewhere in England, primary exclusions are rising; in Lincolnshire that trend has been reversed. The Lincolnshire Learning Partnership's first major sponsored initiative, the MOBILISE project, had a phenomenal sign-up rate with over ninety percent of Lincolnshire schools taking part and implementing evidenced best practices regarding the use of Teaching Assistants in their classrooms.	<i>Supporting comment if Red or Amber</i> Green

Appendix A

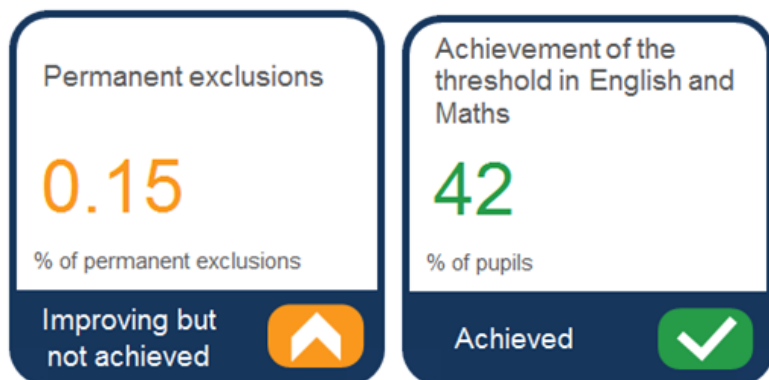
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Learn and achieve

The purpose of this commissioning strategy is for all children and young people to learn and achieve, enabling them to reach their potential.

[Show performance](#)

Improve educational attainment for all pupils



Measures Measures are how we will monitor and report progress in achieving the outcome.	Annual Target April 17 – March 18	Actual Performance and Tolerance as at 31 March 2018	Achieved/not achieved
The percentage of children achieving at least the expected level in the Early Learning Goals in the prime areas of learning and in the specific areas of Literacy and Mathematics (Good Level of Development) (Bigger percentage is better)	72%	Actual: 70%	Not achieved
Closing the Gap Early Years Foundation Stage Profile -The percentage gap in achievement between the lowest 20 per cent of achieving children in the local authority, and the score of the median (Smaller percentage is better)	19%	Actual: 20%	Achieved
Achievement gap between disadvantaged pupils (achieving the threshold in English and Mathematics) and their peers at Key Stage 4 (Smaller percentage is better)	31%	Actual: 34%	Not achieved

2019-2020
32

Commissioning/Delivery Strategy	Readiness for Adult Life		
Sponsor	Debbie Barnes	Commissioning Lead	Jo Kavanagh
Lead Officer (if applicable)	Andrew McLean	Stage	Commissioning Strategy completed. Tactical and operational commissioning plans are at varying stages of completion.

Summary Description

This commissioning strategy reviews how Children's Services is performing to ensure that Lincolnshire children and young people are ready for adult life, adopting a Signs of Safety approach to understand what is working well, what we are worried about and establishes priorities to address what we are going to do about it. The principles of Readiness for Adult Life are that all young people should have an equal opportunity to do well, to lead happy and fulfilled lives and make their own choices to shape the direction of their own lives.

<p>How have the "Needs" been established and agreed (include engagement activities)</p>	<p>What are the agreed "Outcomes"</p>	<p>How is success measured?</p>		
<ul style="list-style-type: none"> • Political priorities / risks – through engagement with the Executive portfolio holder as part of Executive Directorate Management Team meetings (DMT) along with desktop analysis. Demographic and stakeholder engagement feedback – various engagement activities are undertaken in relation to the specific commissioned services set out in the strategy. • Legal framework, national and local policy and guidance – a desktop analysis has been undertaken. • Current performance – summary analysis of targeted measures detailed within Appendix A. • Available resources now and in the foreseeable future – a financial summary, including identified pressures and saving requirements, has been completed. • Market offers (external / internal) – an overview of the marketplace has been undertaken to determine opportunities and highlight gaps. 	<ul style="list-style-type: none"> • Children and young people are ready for adult life <ul style="list-style-type: none"> ○ Young people are supported to reach their potential ○ Care leavers are safe and are able to lead independent lives ○ Vulnerable young people are appropriately supported to be able to succeed as their peers 	<p>No. of measures</p>	<p>Targeted/ measured?</p>	<p>Of the targeted measures:</p>
		<p>3</p>	<p>- 3 Targeted</p>	<p>- 2 achieving the target -1 not achieving the target</p>
<p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A</p>				

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Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/ Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Supported Accommodation for young people at risk of homelessness	Nacro	3 + 1 + 1 years (Jun 2020)	Jun 2018	Y	Good	N/A	Arrears (monthly)	Performance Driven	N
Leaving Care services for care leavers	Barnardo's	3 + 1 + 1 years (Mar 2020)	Jul 2018	Y	Good	N/A	Arrears (monthly)	Performance Driven	N
Secure Accommodation (LCC is the supplier of a contract awarded by the Youth Justice Board)	Lincolnshire County Council Secure Unit	2 + 1 + 1 years (Mar 2018)	Oct 2017	Y	Good	N/A	Arrears (monthly)	Performance Driven	N

Existing Pooled Budget/Co-commissioning arrangements (if any)

Not applicable.

Property Implications (if any)

There are implications for the Lincolnshire Secure Unit (LSU) site should the Council be un-successful in the forthcoming Youth Justice Board tender for secure accommodation places. If LCC's bid is not successful, consideration would have to be given to the ongoing commercial viability of unit, including the property and land contained therein.

Commercial opportunities (if any)

As part of the current review for an alternative site for the LSU, there is scope to expand the size of the unit and seek to enhance the contract volume with the Youth Justice Board and also to charge for or trade Welfare bed spaces to other local authorities.

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Commissioners Comments	
Completed by: Jo Kavanagh (Assistant Director)	Status (RAG)
On-going work is taking place with district councils and other partner agencies to improve the transition for care leavers and homeless young people post 18, highlighting the particular vulnerabilities of this group of young people. There are further opportunities to improve our services to young people within this commissioning strategy through our Partners in Practice Work. We are currently exploring a delivery model which will improve the way Children's services and partner agencies intervene and support young people who are engaging in risky behaviours outside of statutory child protection arrangements, alongside complementary work to divert as many young people as possible away from the Criminal Justice system through the development of Divisionary Panels and the use of Signs of Safety to develop integrated assessments and plans.	<i>Supporting comment if Red or Amber</i> Green

Appendix A

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Readiness for Adult life

The purpose of this commissioning strategy is for all young people to be prepared and ready for adult life.

[Show performance](#)

Young people are supported to reach their potential



Commissioning/Delivery Strategy	Readiness for School		
Sponsor	Debbie Barnes	Commissioning Lead	Sally Savage
Lead Officer (if applicable)	Kevin Johnson	Stage:	Commissioning Strategy completed. Tactical and operational commissioning plans are at varying stages of completion.

Summary Description
 The purpose of this commissioning strategy is for all children to have the best possible start in life so that they are ready to learn when they start school, ensuring that there is a secure foundation for all children to progress through school and life. This commissioning strategy reviews how Children's Services is performing to ensure that Lincolnshire children and young people are ready for school, adopting a Signs of Safety approach to understand what is working well, what we are worried about and establishes priorities to address what we are going to do about it.

Page 36	How have the "Needs" been established and agreed (include engagement activities)	What are the agreed "Outcomes"	How is success measured?		
	<ul style="list-style-type: none"> Political priorities / risks – through engagement with the Executive portfolio holder as part of Executive Directorate Management Team meetings (DMT) along with desktop analysis. Demographic and stakeholder engagement feedback – various engagement activities are undertaken in relation to the specific commissioned services set out in the strategy. Legal framework, national and local policy and guidance – a desktop analysis has been undertaken. Current performance – summary analysis of targeted measures detailed within Appendix A. Available resources now and in the foreseeable future – a financial summary, including identified pressures and saving requirements, has been completed. Market offers (external / internal) – an overview of the marketplace has been undertaken to determine opportunities and highlight gaps. 	<ul style="list-style-type: none"> Children are ready for school: <ul style="list-style-type: none"> There is a secure foundation for all children to progress through school and life. Children are physically and emotionally prepared for school in order to achieve their full potential. 	No. of measures	Targeted/ measured?	Of the targeted measures:
			2	2 Targeted	1 achieving the target 1 not achieving the target
For information about performance in relation to targets for Q4 2017/18 please see Appendix A.					

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Best Start Lincolnshire: Early Years and Family Service	Pre-School Learning Alliance	3 + 1 + 1 years (June 2022)	June 2020	Y	New Service from July 2017	N/A	Arrears (monthly)	Performance Driven	N

Existing Pooled Budget/Co-commissioning arrangements (if any)

Lincolnshire Integrated Sexual Health Service: Children's Services are putting £250,000 per annum additional funding into Public Health's contract with Lincolnshire Community Health Services NHS Trust to enhance the Lincolnshire Integrated Sexual Health Service for young people from age 13-19 (up to 25 with SEND).

Property Implications (if any)

Children's Centres: Ongoing monitoring and review in relation of the usage of children's centre buildings will be undertaken in respect of early education services, children's health services, social care meetings and other uses.

Children's Health Services: Capacity in children's centres and other Council premises will become more limited with the insourcing of the Children's Health Service 0-19.

Commercial opportunities (if any)

Will be considered and explored as part of ongoing review of individual elements of the commissioning strategy.

Commissioners Comments

Completed by: Jo Kavanagh (Assistant Director)

Following a comprehensive commissioning review of early years and children's health services, a number of new commissioning arrangements have been established to ensure that children have the best possible start in life so that they are ready to learn when they start school. The new Best Start Lincolnshire Service has a greater focus on supporting those children who are not achieving the same level of development as their peers to be better prepared for learning when they start pre-school and school. With the integration of the Children's Health Service 0-19, we will be much better able to provide the right support at the right time – whether it is health visiting, early years, early help or social care – to ensure that all children have the opportunity to develop well throughout their early years.

Status (RAG)

Supporting comment if Red or Amber

Green

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Appendix A



**Readiness
for school**

The purpose of this commissioning strategy is for all children to get the best possible start in life so that they are ready to learn when they start school.

[Show performance](#)

There is a secure foundation for all children to progress through school and life

Achievement at a good level of development in the Early Years Foundation Stage

70

% of children

Not achieved



Achievement gap between the lowest 20% of pupils and their peers at Foundation stage

20

% of pupils

Achieved



Commissioning/Delivery Strategy	Sustaining and growing business and the economy		
Sponsor	Richard Wills	Commissioning Lead	Justin Brown
Lead Officer (if applicable)	Justin Brown	Stage:	Do

Summary Description

Economic development is all about facilitating private sector investments, tackling Lincolnshire's need to fill job vacancies, and creating an environment for growth.

Greater Lincolnshire Local Enterprise Partnership is an essential partnership for driving forward economic development.

This commissioning strategy has five elements: improving skills and employability; economic infrastructure and regeneration; lobbying and attracting funding for investment; encouraging enterprise through support to our businesses and sectors; and attracting and expanding business investment.

How have the "Needs" been established and agreed (include engagement activities)	What are the agreed "Outcomes"	How is success measured?								
<ul style="list-style-type: none"> We undertake regular business needs surveys, including a Quarterly Economic Survey and a business confidence survey We have conducted detailed surveys into a number of parts of this strategy eg specific sectors' skills needs, what type of premises are needed to assist business growth, what business advice is most valuable to businesses, and what services the market will provide without public sector funding We actively speak to the business community, both through partnership boards as part of the GLLEP (100+ businesses are actively involved) and through direct contact with the business community We engage in national networks in order to hear about future policy direction and to learn from best practice (eg County Economic Development Officers Society, LEP Network) We debate policy, and LCC's response to it, at the Environment and Economy scrutiny committee 	<ul style="list-style-type: none"> Jobs created as a result of the Council's support 	<table border="1"> <thead> <tr> <th>No. of measures</th> <th>Targeted/measured ?</th> <th>Of the targeted measures:</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>- 4 Targeted</td> <td>- 4 achieving the target</td> </tr> </tbody> </table>			No. of measures	Targeted/measured ?	Of the targeted measures:	4	- 4 Targeted	- 4 achieving the target
No. of measures	Targeted/measured ?	Of the targeted measures:								
4	- 4 Targeted	- 4 achieving the target								
		<p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A</p>								

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
<u>Employment and skills</u> We receive government funding to commission adult and community learning	The contracts are delivered mainly by local colleges and private training providers.	Annual	December	Y	Good	n/a	Government pays LCC in advance; LCC pay our contractors a proportion of their contract in advance then the remainder on performance		Y
We have co-commissioned vocational training programmes with Job Centre Plus and the Skills Funding Agency	The contracts are delivered mainly by local colleges and private training providers. One college which is external to Lincolnshire, Calderdale, is the primary contractor for a major vocational training programme.	Three years: 2016/2017 to 2018/2019	In process	Y	Average	The timescale for delivery was compressed as a result of the Brexit vote purdah and follow up period. Contractors are being pressed to promote their programmes aggressively so that funding is not returned unused.	n/a The co-commissioning arrangement is that it is the Job Centre and SFA who operate the contracts	Y	Y
<u>Regeneration</u> Skegness Countryside Business Park	This is an internal commission to the Economic Development Services team	Three Years	August 2018	Y	Average	The private sector partner has proposed a different value for the land which makes the original project no more than marginally viable. We are therefore restructuring the project	LCC will be contract holders	Y	Y

Holbeach Peppermint Junction	This is an internal commission to the Economic Development Services team	Three Years	August 2018	Y	Average	We have recently identified that the cost of utility provision to the wider site could be substantially more than expected. We are currently opening negotiations with utility providers to seek to reduce those costs	LCC will be contract holders	Y	N
North Sea Coastal Observatory	This is an internal commission to the Economic Development Services team	Five Years	August 2018	Y	Average	Some of the costs have increased due to utilities and the nature of the site. We are now revising the budget, which will still be affordable within the overall capital programme	LCC will be contract holders	Y	N
K31 Grantham	This is an internal commission to the Economic Development Services team	Two years	September 2018	Y	Average	We continue to liaise with the land owner over the land transfers. The road layout is affecting our negotiations but we continue to keep the programme board informed of progress	LCC will be contract holders	Y	N
Lincoln High Street Public Realm	This is an internal commission to the Economic Development Services team	Two Years	August 2018	Y	Good		LCC will be contract holders	N	N

<p><u>Encouraging enterprise</u></p> <p>We receive national and EU government funding to run the Business Growth Hub advisory service</p>	<p>East Midlands Business Limited</p>	<p>Three years: 2016/2017 to 2018/2019</p>	<p>Autumn 2018</p>	<p>Y</p>	<p>Good</p>	<p>n/a</p>	<p>We receive government funding in advance and EU funding quarterly in arrears; we pay the contractor in arrears</p>	<p>Y</p>	<p>Y</p>
<p>There are no contracts >£1m in the "Lobbying and attracting funding for investment" or "Attracting and expanding business investment" elements of the commissioning strategy.</p>									

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Existing Pooled Budget/Co-commissioning arrangements (if any)

LCC and Greater Lincolnshire LEP have pooled our business investment budget in order to align our activities. We intend to attract private sector contributions to our business investment work by expanding Team Lincolnshire, a partnership of business leaders and intermediaries. This will add more to the LCC/LEP combined budget.

Property Implications (if any)

Each of the Regeneration projects will create a property as part of the LCC Economic Development property portfolio.

In the longer term we have identified several priorities for facilitating business investment –sites and premises schemes- where the market will not provide a solution without public sector input. These priorities have been shaped by the Environment and Economy scrutiny committee and agreed by the executive councillors for Economy and for Commercialisation. We are currently exploring the feasibility of these schemes, and in some cases LCC property may be able to be used to bring the schemes forward.

Commercial opportunities (if any)

As above, we have identified several priorities for facilitating business investment –sites and premises schemes- where the market will not provide a solution without public sector input. These priorities have been shaped by the Environment and Economy scrutiny committee and agreed by the executive councillors for Economy and for Commercialisation. As part of our feasibility work we are exploring the opportunity for commercial solutions to the priorities.

Commissioners Comments

Completed by:

Status (RAG)

The work with Greater Lincolnshire LEP enables us to produce a commissioning strategy which is informed by business and has the opportunity to attract government grants. We have invested time in research/intelligence which helps us to know what is required in Lincolnshire and what we as a county council should do either by commissioning it directly or by supporting others to deliver.

*Supporting comment if
Red or Amber*

Green

All of our activity is reviewed robustly, we meet our internal delivery team monthly to review progress and we meet most of our external contracts either monthly or sometimes quarterly. We operate a number of programme boards so that there is appropriate challenge in our management of these commissions.

Justin Brown

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Appendix A



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.

[Show performance](#)

Jobs created as a result of the Council's support

Jobs created and safeguarded

375

Jobs

Achieved



Businesses supported by the Council

1,006

Businesses

Achieved



Qualifications achieved by adults

1,076

Qualifications

Achieved



Amount of external funding attracted to Lincolnshire

48,349,451

£

Achieved



Commissioning/Delivery Strategy	Protecting and sustaining the environment		
Sponsor	Richard Wills	Commissioning Lead	Andy Gutherson
Lead Officer (if applicable)	David Hickman	Stage: Draft Plan	Analyse, Plan, Do, Review

Summary Description				
This Commissioning Strategy sets out Lincolnshire County Council's approach to supporting economic growth by aligning its activities in flood risk and water management, carbon reduction, strategic and spatial planning, transport and access policy and environmental and waste management. The purpose of the strategy is to ensure that Lincolnshire's environment and natural resources are maintained as a key enabler for future growth and prosperity.				
How have the "Needs" been established and agreed (include engagement activities)	What are the agreed "Outcomes"	How is success measured?		
		No. of measures	Targeted/measured ?	Of the targeted measures:
Core evidence base is detailed in relevant service strategies for flood risk management, transport, carbon management, waste and historic and natural environmental management. Infrastructure delivery plans provide this detail supporting prioritisation and delivery of infrastructure, and unlocking developer contributions.	<ul style="list-style-type: none"> Flood risk and water management is co-ordinated to protect people, property and business and to enable growth The county's natural and historic environment is managed and promoted to grow Lincolnshire's economy (particularly the visitor economy) Spatial planning and transport policy is co-ordinated with adopted Local Plans to support the county's growth ambitions Provide travel choice to enable access to work, training, health and leisure Co-ordinated waste management services support economic growth and maintenance of Lincolnshire's high quality environment Harmful greenhouse gas emissions continue to reduce Whole life cycle approach to sustainability, supporting the value for money agenda Maximise external funding generation to support the County Council's priority objectives 	8	- 4 Targeted - 4 Measured	- 2 achieving the target - 2 not achieving the target
Statutory responsibilities shape flood risk, development management, spatial planning, public rights of way, open access, biodiversity and land management, and waste services in particular, with delivery plans in response to extensive public and partner consultation undertaken for each service area.		For information about performance in relation to targets for Q4 2017/18 please see Appendix A Waste measures are currently being redeveloped as part of the new Joint Municipal Waste Management Strategy; flood risk measures are due to be reviewed during 2018-19 Up to date Local Plan Documents and planning applications being determined ahead of Government targets Transport measures are currently being developed to include KPIs. Robust information is currently held for CallConnect usage and data collection methods for supported local bus services are being improved. The development of the Total Transport project will also require a set of measures and should drive efficiencies and service improvements through pooled budgets.		
These are supplemented by extensive demographic, social and economic data and projections from national sources and the Lincolnshire Research Observatory, aligned with the growth objectives in the Strategic Economic Plan. Forward looking projections are informing current public and stakeholder consultations on waste management, rail franchising, water resources and flood risk partnership working.				

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Lead Local Flood Authority – local flood risk management	LCC	Ongoing	2018-19	N	Good			PD	Y
Land drainage consenting & enforcement	14 Internal Drainage Boards	Three years	2018-19	N	Good	N/A	Annual in arrears		N
Flood risk and water management Strategy review / GLLEP Water Management Plan	LCC & Partner Risk Management Authorities	One year	April 2018-March 2019	N	N/A	N/A			Y
Providing a statutory response to LPAs	LCC	Ongoing	N/A	Y	Good	N/A	N/A		N
Checking technical works relating to new estate roads and highway improvement schemes	LCC	Ongoing	N/A	Y	Good	N/A	Advance		
Portfleet – Gibraltar Point coastal review / Wash banks	EA & partner risk management authorities	2017-2020	April 2021						
Boston Barrier	EA/LCC/BBC	To 2019/20	Dec 2017 (post Barrier PI project board review)	N		N/A			
Appraisal of investment options that will bring economic benefits to Boston and the surrounding area	AW/LCC/BSIDB/EA/LWT/NE/LEP Private landowners	ongoing	2018, 2020 & 2025	N		N/A	Project based; as and when required		
Energy from Waste Plant	FCC Recycling	Ongoing	2039	Y	Good				Y
Household Waste Recycling Centres & Waste Transfer Stations	All in-house apart from Kirkby-on-Bain and Boston from April	Ongoing	Reviewed as new contracts are awarded	Y	Ave	Development of new Waste Management Strategy			Y
Waste treatment / disposal / operational admin	Various	Ongoing	Reviewed as new contracts are awarded	Y	Ave	Development of new Waste Management Strategy			Y

New Municipal Waste Management Strategy	Largely in-house, but with various small contracts	Two years	April 2017-March 2019	N	Good	N/A	Project based, as and when required	PD	N
Carbon management plan	Lincolnshire County Council	CMP2 will conclude in March 2018	New plan is currently in development	Measured within the CBP	Good	n/a	n/a	n/a	n/a
Local Transport Plan	Lincolnshire County Council	Ongoing	Review to commence during 2017/18						
Supported local bus services and demand responsive transport (CallConnect)	LCC	Ongoing	Multiple contracts regularly review and retendered	KPIs being developed	Multiple contracts regularly review and retendered	Multiple contracts regularly review and retendered	Multiple contracts regularly review and retendered	Multiple contracts regularly review and	Multiple contracts regularly review and retendered
Influencing Local Plans & planning policy	LCC	Ongoing	Various district local development schemes	N	Good	N/A	N/A	PD	Y
Influencing rail enhancements and investment	DfT, Network Rail & Train Operating Companies	Ongoing							
Planning Services	LCC	Ongoing	N/A	N	Good	N/A			N
Historic environment advice to districts, LCC & statutory undertakers	LCC	Ongoing	N/A	Y	Good				Y
Linking people and places	LCC	Ongoing projects		Y					
Strategic place-shaping in the historic environment	LCC, in partnership with Historic England	Renewable projects	Plans in development	Y					
Natural environment & countryside services, AONB; LCC sites; projects incl. Lincolnshire Chalk Streams, Coastal Country Park, Heritage Coast	LCC, strategic partners (eg GLNP, LWT, EA, NE) and small contracts	Ongoing	Natural Environment Strategy – 2017-18	N	Good		AONB & GLNP – annual	PD	Y

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Existing Pooled Budget/Co-commissioning arrangements (if any)

Co-commissioning flood risk programme (Common Works Programme) through Lincolnshire Flood Risk and Water Management Partnership
 Developing co-commissioned programme through revised Joint Municipal Waste Management Strategy
 Co-commissioned programme through Wolds AONB partnership (Wolds Management Plan) – pooled budget arrangement
 Co-commissioned planning advice from Heritage Lincs

Property Implications (if any)

Potential for greater use of energy efficient technologies in LCC estate

Commercial opportunities (if any)

Energy efficiencies
 Property enhancements
 Provision of specialist services – archaeological planning advice
 Potential for charging for pre-application planning advice
 Transport Services Group provides support for Demand Responsive Transport for 5 other local authorities
 Permitting for Household Waste Recycling Centres

Commissioners Comments

Completed by:	Status (RAG)
	<p><i>Supporting comment if Red or Amber</i></p> <p>Red</p> <p>Amber</p> <p>Green</p>

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Appendix A



Protecting and sustaining the environment

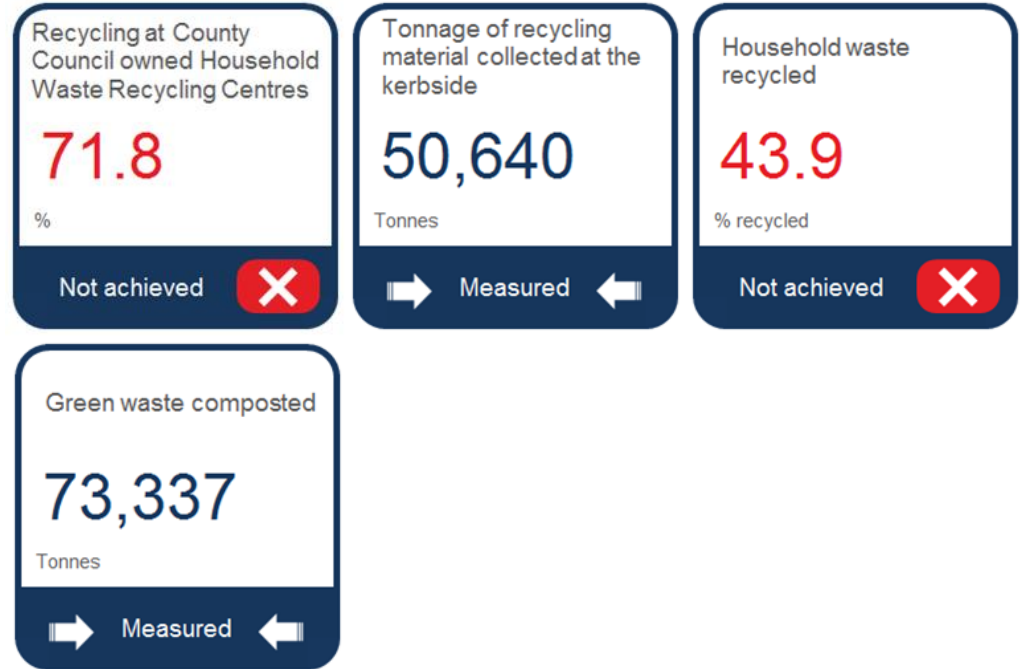
The purpose of this commissioning strategy is an environment that supports economic growth. We think this can be best achieved when the environmental opportunities for investment are emphasised whilst still making sure that the natural environment is protected.

Show performance

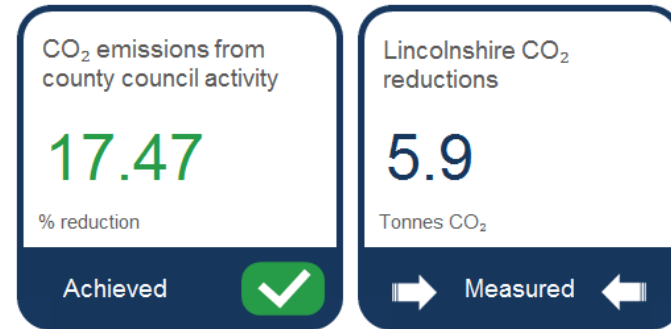
Reduce the risk of flooding



Increase recycling



Reduced carbon emissions



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Commissioning/Delivery Strategy	Sustaining and Developing Prosperity Through Infrastructure		
Sponsor	Richard Wills	Commissioning Lead	Paul Rusted
Lead Officer (if applicable)		Stage: (delete as applicable)	Analyse, Plan, Do, Review

Summary Description									
<p>The strategy describes the approach used by the Council to build new and maintain existing infrastructure. New and existing infrastructure is a key element in sustaining and developing the prosperity of the County. An effective highways and transport service is one of the Wider Determinants of Health and can help to improve access to services and to tackle social exclusion.</p>									
<p>How have the "Needs" been established and agreed (include engagement activities)</p> <p>The need for major capital schemes is usually established through the development of a Major Schemes Business Case.</p> <p>The need for other new infrastructure is usually established through the development of Integrated Transport Strategies for the main areas of population or Route Action Plans for the most used elements of the highway network.</p> <p>New Capital Improvements are initially agreed at the Capital Programme Steering Group and then through the appropriate Scrutiny, Portfolio Holder and Executive process.</p> <p>Needs for the existing highway infrastructure is determined through a combination of the yearly National Highways and Transportation Survey which measures customer satisfaction with, and the importance of services and a range of asset related machine and visual surveys. Treatment decisions are then defined against the Highways Asset Management Policy, Strategy and Plan. This includes decisions related to the Winter Maintenance Service..</p> <p>Other Network Management decisions are defined against the current Network Management Plan.</p> <p>All highway infrastructure provision and maintenance decisions are framed by an overarching Local Transport Plan.</p>	<p>What are the agreed "Outcomes"</p> <p>LTP 4 sets out a vision for a transport system that provides for a high performing economy within a safe, reliable and well managed environment. This vision is aligned to enhancing the overall performance of the economy and delivering business success and growth</p> <p>Investment in infrastructure will be aligned to the delivery of the Strategic Economic Plan priorities so that infrastructure investment delivers economic benefits including housing growth and economic development as a result of delivery eg GSRR</p> <p>There is an identified hierarchy to the network providing the context for targeted improvements which will allow for a consistent approach to policy application and interpretation to deliver:</p> <ul style="list-style-type: none"> • Eased congestion • Improved road safety • Improved and more reliable journey times • Reduced response times for complaint resolution • Reduction in the percentage of the network requiring maintenance across all road classes <p>These outcomes will form the basis of an agreed prioritised programme of works for investment in the network</p>	<p>How is success measured?</p> <p>There are three agreed key measures within the Council Business Plan (CBP) used to determine successful delivery. These relate to the overall condition of the highway network</p> <table border="1"> <thead> <tr> <th>No. of measures</th> <th>Targeted/measured ?</th> <th>Of the targeted measures:</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>- 3 Targeted</td> <td>- 3 achieving the target</td> </tr> </tbody> </table> <p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A</p> <p>Further to the CBP measures there are other regimes that are used as a measure of schemes to deliver the outcomes. For example: -</p> <ul style="list-style-type: none"> • For DfT funding allocations and grant awards received - Currently LCC is a Band 3 authority resulting in maximum allocation of incentive fund monies. • LRSP develop an annual Delivery Plan to be approved by the LRSP Board. The Delivery plan will set out the key outcomes, tasks necessary to achieve those outcomes and identify key risks. The LRSP Board will monitor and review progress 		No. of measures	Targeted/measured ?	Of the targeted measures:	3	- 3 Targeted	- 3 achieving the target
		No. of measures	Targeted/measured ?	Of the targeted measures:					
3	- 3 Targeted	- 3 achieving the target							

against the Delivery Plan at their quarterly meetings, including safety camera effectiveness, scheme assessment, trends, connections, and casualty reduction. Delivery of adopted transport strategies and delivery of projects highlighted within those strategies eg Lincoln E-W link, LEB.

- Capital project delivery - Major scheme post construction monitoring to DfT and other are usually subject to post construction monitoring to evaluate the success in achieving pre construction predictions of performance for issues such as improvements in journey times.

In addition,

- Complaints and service request are monitored and a reduction in complaints along with targeted service requests would be considered to be a success
- The Highways Alliance Contracts are subject to a suite of performance measures which are reported to the Highways and Transport Scrutiny Committee on a quarterly basis which ensures an improvement in the network condition and that agreed programmes of work are delivered eg length of carriageway surface dressed.
- Civil Parking Enforcement is the subject of a statutory annual report to ensure that the enforcement of the regulations results in improved traffic flows, lower congestion and allows the public and businesses to gain access to services, businesses and retail areas.

Key Contracts (>£1m or those of a politically sensitive nature)

Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Highway Works Term Contract	Kier	Up to 10 Years	Yearly	Y	Good		Arrears	PD	Y
Traffic Signals Term Contract	Dinniq	Up to 10 Years	Yearly	Y	Good		Arrears	PD	Y

Professional Services Contract	WSP	Up to 10 Years	Yearly	Y	Good		Arrears	PD	Y
Midlands Highways Alliance Medium Schemes Framework 2	Various	4 years	Yearly	Y	Good/Average		Arrears	PD	Y
Lincolnshire County Council Highways Works Select List Framework Contracts	Various	4 years	Yearly	Y	Good		Arrears	PD	Y
Lincoln Eastern Bypass	Carillion	2 years	N/A	Y	Average		Arrears	PD	Y
Civil Parking Enforcement	APCOA	5years	N/A	Y	Good		Arrears	PD	Y
Gritter Fleet Lease inc maintenance	Essential	Various	N/A		Good		Arrears	PD	N
Salt	ESPO	4 years	N/A		Good		Advance		Y

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Existing Pooled Budget/Co-commissioning arrangements (if any)

Property Implications (if any)

Highway depots are required for the efficient operation of the highway service with shared opportunities with supply chain partners and neighbouring authorities.

Commercial opportunities (if any)

Potential traded service opportunities for LincsLab and for the Technical Services Partnership.
Traded service for highway and Infrastructure Client Intelligence with Cranfield University (Proving Ltd.)

Commissioners Comments	
Completed by:	Status (RAG)
	Supporting comment if Red or Amber Red

Appendix A



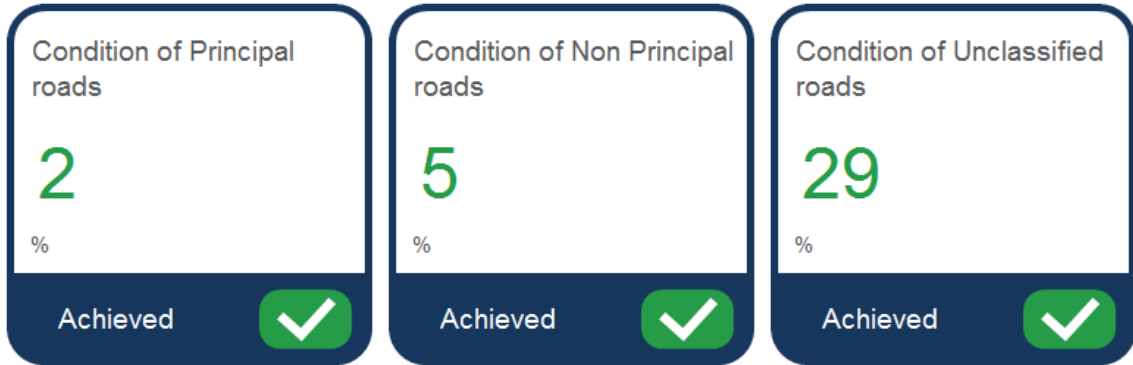
Sustaining and developing prosperity through infrastructure

The purpose of this commissioning strategy is to develop infrastructure that supports economic growth and prosperity. We want to encourage investment and enhance the economic potential of Lincolnshire. We think this can be achieved by encouraging new investment in transport, supporting business, managing and maintaining a high quality network and encouraging a reliable and accessible transport service.

[Show performance](#)

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Reduce barriers to business growth



Commissioning/Delivery Strategy	Community Resilience and Assets		
Sponsor	Richard Wills	Commissioning Lead	Nicole Hilton
Lead Officer (if applicable)	Bev Finnegan, Michaela Finan, Will Mason	Stage: (delete as applicable)	Analyse/Plan/Do/Review

Summary Description
 Lincolnshire County Council recognises the importance of having flourishing, healthy communities in Lincolnshire, and believes that resilient citizens are supported by successful communities. An active community can deliver a great deal for its citizens. As such, it is the ambition of the Community Resilience and Assets strategy to commission services that will deliver outcomes where citizens are supported to identify and meet their needs and those of their communities; however they may come to exist.

<p>How have the "Needs" been established and agreed</p> <p>All: LCC Policy Framework Statutory/Legislative Duty What Citizen's Want Lincolnshire Research Observatory Intelligence</p> <p>Library: <ul style="list-style-type: none"> Library Service LNA. Feedback from customers Library Service users survey National Library Needs Framework </p> <p>Culture: <ul style="list-style-type: none"> Feedback is obtained via site surveys and trip advisor comments Visit England's Visitor Attraction Quality Assurance Scheme, report, which assesses everything a visitor will expect to find at all our sites In-service regular qualitative and quantitative evaluation Heritage Business Plan </p> <p>Engagement: <ul style="list-style-type: none"> Soft intelligence & feedback obtained through relationship with Town & Parish councils to understand local issues Service evaluations by those using Citizens Advice/VCS/LCVS Survey on volunteer support services CSC Intelligence </p>	<p>What are the agreed "Priorities"</p> <p>The Community Resilience and Assets have sets five key priorities. These are broken down into 29 outcomes as defined in the strategy.</p> <ul style="list-style-type: none"> Our citizens are informed and engaged Citizens do it for themselves Facilitation of the transfer of resource to enable community action Our assets are protected and celebrated Develop a strong sense of place 	<p>How is success measured?</p> <table border="1"> <thead> <tr> <th>No. of measures</th> <th>Targeted/measured ?</th> <th>Of the targeted measures:</th> </tr> </thead> <tbody> <tr> <td>6</td> <td>- 6 Targeted</td> <td>- 5 achieving the target - 1 not achieved</td> </tr> </tbody> </table> <p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A</p>	No. of measures	Targeted/measured ?	Of the targeted measures:	6	- 6 Targeted	- 5 achieving the target - 1 not achieved
No. of measures	Targeted/measured ?	Of the targeted measures:						
6	- 6 Targeted	- 5 achieving the target - 1 not achieved						

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Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Library services contract	Greenwich Leisure Limited (GLL)	5 years +5 <small>Midnight 31 March 2021 or Midnight 31 March 2026 if extended</small>		Y	Good	none	Monthly in arrears		N
Volunteer Support Grant Funding agreement	VCS	Two years ending March 2019	December 2018	Y	Good	None	Quarterly in arrears	Indepen-dent	N
Citizen's Advice Bureau Grant Funding Agreement (CAB core & Income Max)	CAB	One year ending March 2018	Report to Portfolio Holder 10 October 2017	Y	Good	None	Quarterly in arrears	Indepen-dent	N
Chance to Share Contracts	Peele School (SHDC)								
	Kirton Middlecott (Nuffield Health/David Ross Academy)	2027		N	Not rated	None	Inc. Annually in arrears Exp. Quarterly in arrears	Indepen-dent	N
	ONENK (NKDC/One Life)	2021		N	Not rated	None	Annual in arrears	Indepen-dent	N
Customer Service Centre	Serco	2020 + 2 + 2 years	2018	Y	Good	None	Monthly in arrears	Performance Driven	Y

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Existing Pooled Budget/Co-commissioning arrangements (if any)

None

Property Implications (if any)

Library – 13 of the 15 core library sites are located in pre-existing Teir1 and Teir2 library sites consisting of 10 freehold and 3 leasehold properties. These properties are leased by Greenwich Leisure Limited (GLL) for the duration of the contract.

Cultural – Heritage services have a number of properties that have leasehold arrangements. These arrangements would need to form part of the wider strategic direction of the service.

The Archive building has specific risks associated with the maintenance infrastructure, in that its air handling systems will need replacing at some stage in the near future. This forms part of the wider Archive Capital Build Project, which is being addressed.

Engagement – Lease three facilities in connection with Chance to Share programme.

Customer Service Centre – None. Serco privately lease Thomas Parker House.

Commercial opportunities (if any)

Library - IT – at the request of the Council, GLL have provided an updated version of their ICT 'To Be' model bid submission. This will provide clarity on how they could provide an IT service offering to both library core sites and Community Hubs going forward. It is hoped that this will demonstrate savings to the Council while enhancing service delivery. This outcome of this is inconclusive at present.

Mobile Service – an options paper is currently being prepared by GLL. It is hoped that this paper will demonstrate that with greater utilisation of smaller vehicles cost savings can be made while innovating the current service offering.

Culture - In October 2016 the County Council Executive gave approval for the Heritage Service to explore ways to reduce the costs of its service whilst improving and enhancing its public offer. The Service could retain any yearly surplus achieved as an offset to service delivery. The aim is to reduce the overall net cost of operating the Heritage Service to a point where the service is self-sustaining. This requires a £1.8 million pound saving from the heritage service net operating costs. To achieve this the Heritage service have developed a business plan to address existing cost pressures, as well as developing opportunities to both generate income, identify efficiency savings and enhance the offer. As of September 2017, Heritage is evaluating the viability of alternative governance options to deliver the service.

Engagement – In 2016 a business case was compiled to establish whether community engagement services could be 'sold'. A draft business plan has since been created, with supporting documentation (such as engagement planning, market research and skills audit). Team representatives are active members of the Commercialisation Community of Practice to ensure any commercialised service would work within a corporate framework. The business plan is currently under review as the programme moves from the 'preparation' stage to the 'development' phase.

Customer Service Centre – The contract has the flexibility to absorb existing or new services and the option remains to the Council should it look like a cost effective option. A number of channel shift projects are in train such as a Council payment gateway and web chat facilities which will leverage future opportunities when in place.

Commissioners Comments

Completed by:	Status (RAG)
	<p><i>Supporting comment if Red or Amber</i></p> <p>Red</p> <p>Amber</p> <p>Green</p>

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Appendix A



Community Resilience and Assets

The purpose of these commissioning strategies is for communities to be resilient and to improve the health and wellbeing of people in Lincolnshire. 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, when people are supported to be independent, make healthier choices and live healthier lives.

[Show performance](#)

Enable and encourage people to participate in Lincolnshire's culture



Communities and residents are supported to be involved in local decision making and have their views taken into account



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Commissioning and Commercial Board

Collated Highlight Report

Report	Page
Specialist Adult Services	2
Carers	6
Adult Frailty, long term conditions and physical disability	10
Adult Safeguarding	15
Protecting the Public	19
Wellbeing	22

Commissioning/Delivery Strategy	Specialist Adult Services		
Sponsor	Glen Garrod	Commissioning Lead	Justin Hackney
Lead Officer (if applicable)	N/A	Stage: (delete as applicable)	Analyse, Plan, Do, Review

Summary Description

Specialist Adult Services lead on the commissioning of Adult Social Care (ASC) for Adults with Learning Disability and/or Autism aged 18+ and Adults with Mental Health needs aged 18 to 64. For those service users who are eligible for ASC a care and support plan identifying the outcomes to be achieved will be developed alongside a personal budget to fund the care and support needed. The Council will commission services to meet the identified needs or alternatively the service user can choose to take the personal budget by direct payment and commission services and support directly. Key aims of our commissioning activities are to promote independence and control for service users, keeping them safe from harm whilst also delivering value for money in the services that are commissioned. The majority of services commissioned are done so via joint commissioning arrangements. Joint commissioning arrangements are facilitated via two Section 75 agreements one with Lincs CCG's for Learning Disability services and the second with LPFT for Mental Health services. This allows the costs associated with commissioning services and assessments to be shared across agencies and for service users to benefit from more joined up provision with reduced "system" duplication. There are also a number of related joint commissioning strategies including the Lincolnshire Transforming Care Plan and the Lincolnshire All Age Autism Strategy. The Specialist Adult Services Joint Delivery Board are currently overseeing a review of Lincolnshire's Mental Health Strategy. Key challenges faced by commissioners are a projected growth in the volume and complexity of needs of eligible service users, reducing spare capacity in the residential, nursing and community services markets, ongoing price increases in provider cost bases linked to the National Living Wage consolidated by recruitment and retention difficulties in some key professional groups including Nursing and some of the care sectors. These conditions potentially impact on both the quality and cost of care. Key opportunities for sustaining outcomes and VFM include a continuation of joint commissioning arrangements, maintaining or increasing the use of direct payments, a review of Residential Care expected costs, the further development of the community services market including growth in shared lives provision and affordable housing options. There is the potential to utilise capital investment to reduce future revenue costs as well as building additional capacity in the market.

How have the "Needs" been established and agreed	What are the agreed "Outcomes"	How is success measured?											
<p>JSNA: The JSNA includes a chapter on Learning Disability, Mental Health and for the first time now also includes one on the topic of Autism. Gaps in needs and commissioning priorities are identified within the JSNA.</p> <p>Specific Needs Assessment Activities : In addition to the JSNA specific needs assessment have also been completed with the support of public health for both Learning Disability and Mental Health services.</p> <p>Joint Commissioning Arrangements: Joint commissioning priorities have been identified via respective joint commissioning governance arrangements including the Joint Commissioning Board and the Specialist Adult Services Joint Delivery Board.</p> <p>Engagement activity with Service Users and Carers: Specific workshops have been held with service users and carers to identify the priority outcomes they which to achieve.</p>	<ul style="list-style-type: none"> • Maintain or improve Health and Wellbeing; • Enhanced quality of life and care for people with learning disability autism and or mental illness • Maintained or improved levels of Independence and control; • Parity of Esteem – In particular reduced inequality of life expectancy; • People have a positive experience of care; • Improved Transition to Adulthood; • Employment and vocational opportunities; • Increased affordable housing options within the community; • Friendships and self-care opportunities facilitated via community capacity building; • Improved access to universal support including reduced need for transport. 	<table border="1"> <thead> <tr> <th>No. of measures</th> <th>Targeted/measured</th> <th>Of the targeted measures:</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>5 Targeted</td> <td>4 achieving the target</td> </tr> <tr> <td></td> <td></td> <td>1 not achieving the target</td> </tr> </tbody> </table>	No. of measures	Targeted/measured	Of the targeted measures:	5	5 Targeted	4 achieving the target			1 not achieving the target		
No. of measures	Targeted/measured	Of the targeted measures:											
5	5 Targeted	4 achieving the target											
		1 not achieving the target											
		<p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A</p>											

Key Contracts (>£1m or those of a politically sensitive nature)

Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
LD - Residential Care	Consolidated with 10 prime providers	Expected Costs reviewed every three years	2017/2018	Y	Majority Good	Ongoing contract management arrangements in place	Mixed	Independent	Y
LD - Community Supported Living	Consolidated with 10 prime providers	5 years	2019/2020	Y	Majority Good	Ongoing contract management arrangements in place	Mixed	Independent	Y
LD - Direct Payments	Service User commissions services directly	N/A	Annual Review	N/A	N/A	N/A	N/A	N/A	Y
LD – External Day Care	Multiple providers	Spot contracts	2017/2018	N	Average	Targeted Contract Management	Mixed	Independent	Y
LPFT Section 75 Agreement	Lincolnshire Partnership NHS Foundation Trust	3 to 5 years	2019/20	Y	Average with elements of good	Ongoing contract management arrangements in place	Mixed	Independent	Partially

Existing Pooled Budget/Co-commissioning arrangements (if any)

- Existing Pooled budget with risk share arrangement for Learning Disability Services with the 4 Lincolnshire Clinical Commissioning Groups;
- Lincolnshire's Transforming Care Plan
- Lincolnshire's All Age Autism Strategy
- Existing section 75 budget with risk share arrangements with LPFT for Adult Mental Health Services;
- Specialist Adult Services Joint Delivery Board
- Learning Disability and Autism Partnership Boards.

Property Implications (if any)

- Some historical properties currently managed directly by Adult Care being reviewed and transferred to corporate property portfolio;
- Modernisation of In-House services almost complete with replacement for Grantham being key priority
- Potential opportunity for capital investment in Residential/ Community Living Options that would reduce future revenue costs and address shortages in market supply

Commercial opportunities (if any)

- Opportunity to include Remaining In-House Day Services within a Trading Arm of LCC;
- Opportunity to include re-provision of Shared Lives Scheme within LCC Trading Arm.

Commissioners Comments

Completed by:	Status (RAG)
	<p data-bbox="1850 145 2069 193"><i>Supporting comment if Red or Amber</i></p> <p data-bbox="1921 204 1995 240">Red</p> <p data-bbox="1899 264 2018 301">Amber</p> <p data-bbox="1906 325 2018 362">Green</p>

Appendix A



Specialist Adult Services

The purpose of this commissioning strategy is to improve the wellbeing of adults with learning disability, autism and/or mental health needs with sustainable resources.

[Show performance](#)

Enhanced quality of life and care for people with learning disability, autism, and or mental illness

Adults with learning disabilities who live in their own home or with family

76.9

% of adults

Achieved



Adults in contact with secondary mental health services living independently

70.9

% of adults

Achieved



Adults who receive a direct payment (Learning Disability or Mental Health)

51

%

Achieved



Adults who have received a review of their needs (Learning Disability or Mental Health)

91

%

Achieved



People have a positive experience of care


Satisfaction with learning disability and autism care and support services

75.6

% satisfied

Not achieved



Commissioning/Delivery Strategy	Carers		
	 CarersCommissioning Strategy2015v5.pdf		
Sponsor	Glen Garrod	Commissioning Lead	Jane Mason
Lead Officer (if applicable)	Emma Krasinska	Stage:	Do, Review

Summary Description
 To support the increasingly complex needs of unpaid family carers of all ages. This includes young adult carers and people looking after relatives with a very wide range of conditions, including dementia, mental ill-health, physical disabilities and long term conditions, learning disability, autism, palliative and end of life care and substance misuse. It includes young carers and parent carers.

Our overarching aim is to ensure that people who find themselves in a caring role, whatever their age, are identified *early*, get information, advice and help as soon as possible in their caring journey to enable them to maintain a balanced quality of life and be able to look after their own health and wellbeing.

<p>How have the "Needs" been established and agreed</p> <ul style="list-style-type: none"> Carers needs were consulted upon extensively during the preparation of the Joint Carers Strategy 2014-18. Carers designed their own key outcomes within the above public facing strategy, which drive operational and strategic service provision. A Strategic Needs Analysis was carried out to inform the Carers Commissioning Strategy 2016-18. This included carer voice, service & performance data, service reviews & quality assurance. This resulted in the four overarching themes of Early Help, Collaboration, Assurance & Workforce Development to improve support for carers, captured in an annual Delivery Plan. 	<p>What are the agreed "Outcomes"? – nationally set.</p> <p>National Integrated Outcomes Framework: Adult Care</p> <ul style="list-style-type: none"> Carers can balance their caring roles and maintain their desired quality of life People (including carers) are able to find employment when they want, maintain a family and social life and contribute to community life, and avoid loneliness or isolation People who use social care and their carers are satisfied with their experience of care and support services Carers feel that they are respected as equal partners throughout the care process People (including carers) know what choices are available to them locally, what they are entitled to, and who to contact when they need 	<p>How is success measured?</p> <table border="1"> <thead> <tr> <th>No. of measures</th> <th>Targeted/measured ?</th> <th>Of the targeted measures:</th> </tr> </thead> <tbody> <tr> <td>6</td> <td>6 Targeted</td> <td>- 3 achieving the target - 3 not achieved</td> </tr> </tbody> </table>			No. of measures	Targeted/measured ?	Of the targeted measures:	6	6 Targeted	- 3 achieving the target - 3 not achieved
		No. of measures	Targeted/measured ?	Of the targeted measures:						
6	6 Targeted	- 3 achieving the target - 3 not achieved								
<p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A.</p> <p>Governance is provided through the Carers Commissioning Strategy Steering Group: Lead Commissioners, Children's services, Commercial Services, Quality Assurance, Performance; and Providers: Carers FIRST & SERCO, and Every-One</p> <p>Separate bi-monthly Joint Quality Assurance & Carers Performance Meetings report to the Steering Group.</p>										

<ul style="list-style-type: none"> In 2017, after a co-production workshop with carers and stakeholders, the Carers topic of the Joint Strategic Needs Assessment was completely rewritten, to build a sound evidence base of carer needs from national research as well as local voice. 	<p>help</p> <p style="text-align: center;">NHS</p> <ul style="list-style-type: none"> Enhancing (health related) quality of life for carers (caring for people with long term conditions) Improving people's experiences of integrated care <p style="text-align: center;">Public Health</p> <ul style="list-style-type: none"> Improving the wider determinants of health: reducing social isolation and improving social connectedness 	<p>6 weekly practice focused Joint Quality Assurance & Performance meeting with representatives from Serco, Carers FIRST, Commissioners, Adult Care Quality Assurance and Lead Professional teams.</p> <p>The providers are required to report on their Performance, on a quarterly basis as part of Commercial Services contract & grant management arrangements. This includes Performance Indicators and a narrative report, proportionate to the level of the contract or grant.</p> <p>In addition, the Commissioning Team conduct an annual service review, allowing a deeper dive into operational issues of practice & process, looking at service quality (safe, positive and effective) and recommending service improvements.</p>
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Key Contracts (>£1m or those of a politically sensitive nature)

Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Lincolnshire Carers Service: Community based statutory support for adult carers: assessment, range of support; lead strategic partner & all age carer engagement	Carers FIRST	3+	May 2018	Y	Good		Arrears	Yes	Y
Care and Wellbeing Hub at Customer Service Centre (CSC) : first point of contact for the Lincolnshire Carers Service, telephone based statutory support and Carers Emergency Response Service	Serco (CSC)	Permanent budget transfers from Adult Care during 2006-09 and 2015	tbc	Y	Good	Action Plan following service review in Sept 16		Yes	Y

Existing Pooled Budget/Co-commissioning arrangements (if any)

The Better Care Fund (BCF) will fund Lincolnshire- based organisation Every-One, in the form of a grant, in order to further expand the success of the Carers Quality Award. Total value: £231,875 Duration: 30 September 2017- 31 March 2020.

The Better Care Fund will also fund Carers FIRST, in the form of a contract variation, to deliver new projects to better support carers in the domains of employment, providing early help, information and advice through pharmacies, and to improve early identification and early help through primary care, Neighbourhood teams and Community hospitals. Total value £ 1,161,091 Duration: 30 September 2017- 31 March 2020.

The "Dementia Family Support Service" (details within Adult Frailty and Long Term Conditions Commissioning Strategy) is co-commissioned, part funded by NHS funding for carers. The service was jointly commissioned by Adult Care Frailty & Long Term Conditions and Carers. Young Carers – Support for young carers is now delivered within the Early Help arrangements for Children's Services, LCC, enabled by a permanent budget transfer from Adult Care to Children's Services.

Property Implications (if any)

Carers FIRST rent private office accommodation as an administrative base in Grantham.
 The service makes full use of LCC Touchdown Points or hot desking with fellow voluntary & community organisations across the county.
 Carers FIRST are also based in acute hospitals (Lincoln, Boston, Grantham) and have service links with Peterborough Hospital

Commercial opportunities (if any)

Commissioners Comments

Completed by: Emma Krasinska and Jane Mason

Status (RAG)

Appendix A



Carers

The purpose of this commissioning strategy is to help carers build resilience in their caring role and to prevent young carers from taking on inappropriate caring roles, protecting them from harm. Carers should have appropriate access to support which enables them to improve their quality of life and help prevent crisis.

[Show performance](#)

Carers feel valued and respected and able to maintain their caring roles



Commissioning/Delivery Strategy	Adult Frailty and Long Term Conditions (AF<C)		
Sponsor	Glen Garrod	Commissioning Lead	Carolyn Nice
Lead Officer (if applicable)	Wendy Ramsay	Stage: (delete as applicable)	Analyse, Plan, Do, Review

Summary Description									
<p>The summary and intentions for this service have been outlined in the published AF& LTC Commissioning Strategy 2016-19. In summary, the strategy and associated activities support people with eligible needs as outlined by the Care Act 2014. The customer groups supported by this strategy are Older People, People with Physical Disabilities and People with Sensory Impairments. The service provides an assessment and review function of people's care needs for these customer groups and then ensures commissioned services or direct payments are made available to meet those needs appropriately. The arrangements ensure the Council is able to support in excess of 11,000 local people and their carers.</p>									
Page 68	How have the "Needs" been established and agreed (include engagement activities):	What are the agreed "Outcomes"	How is success measured?						
	<ul style="list-style-type: none"> Commissioning strategy consulted on in 2016 with user groups and other stakeholders Lead on development of Joint Strategic Needs Assessment topics for physical disabilities and sensory impairment, dementia and long term conditions Peer review of the service through sector body ADASS in 2016 Quality assurance & contract management of commissioned services Annual service user survey of customer experience, service specific user surveys – ie Homecare Independent rate reviews of residential services undertaken every 3 years. Ongoing engagement with executive and scrutiny members Specific engagement with public, user and carer groups around key policies and process – non-residential contributions, direct payments, prepaid cards 	<p>The outcomes agreed and set out in the AF&LTC Commissioning strategy are as follow:</p> <ul style="list-style-type: none"> Delay and reduce the need for care and support Enhance the quality of life for people with care and support needs Ensure that people have a positive experience of care and support 	<table border="1"> <thead> <tr> <th>No. of measures</th> <th>Targeted/measured ?</th> <th>Of the targeted measures:</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>- 5 Targeted</td> <td>- 4 achieving the target - 1 not achieving the target</td> </tr> </tbody> </table>	No. of measures	Targeted/measured ?	Of the targeted measures:	5	- 5 Targeted	- 4 achieving the target - 1 not achieving the target
	No. of measures	Targeted/measured ?	Of the targeted measures:						
5	- 5 Targeted	- 4 achieving the target - 1 not achieving the target							
			<p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A</p>						

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/ Ave/ Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Home Based Reablement Service	Nestor Primecare Services t/a Allied Healthcare	Contract start – 03/11/15 Contract end – 02/11/18	03/11/17	Y	Good	Financial penalties (& incentives) set out in the contract	Arrears-Monthly	Y	Y
Community Support Homecare Contracts	12 x Provider Contracts	Contract start – 26/09/15 Contract end – 26/09/18	26/09/17	Y	Varies per contract	Financial penalties, default, termination	Arrears-Monthly	Y	Y
Residential Care Contracts	315 x Provider Contracts	Contract start – 01/04/15 Contract end 31/03/18	Currently under review	Y	Varies per contract	Financial penalties, default, suspension, termination	2 weeks advance, 2 weeks arrears	Y	Y
Joint commissioned step up and step down block beds with LCHS across 24 providers	Round 1 Block Round 2 Block	Three years from 08/08/16 08/08/17 with an option of +1 +1	08/08/19	N	Good	Default, suspension, termination, withholding payment	Arrears	N	Yes

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Lincolnshire Sensory Impairment Services	Action for Hearing Loss	Contract start – 01/04/16 Contract end – 31/03/19 (contract extensions available 1 + 1 years)	31/03/18	Y	Average	Financial penalties in the form of service credits as set out in the contract	Arrears - monthly	Performance driven and independent	Y
Dementia Family Support Service. Community based support post diagnosis and hospital in-reach for families living with dementia	Alzheimer's Society	3 years	October 2017	Y	Average	Action Plan following service review in May 17	Arrears	Yes	No

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Existing Pooled Budget/Co-commissioning arrangements (if any)

The "Dementia Family Support Service" (details above) is co-commissioned, part funded by NHS funding for carers. In addition there are jointly commissioned block bed contracts (details above) with LCHS to increase user/system access to step up/down support.

Property Implications (if any)

Stamford Day Centre, LCC operated social provision for Older people is subject to development plans and investment to modernise, resource has already been made available for this project and it is underway.

Commercial opportunities (if any)

Commissioners Comments

Completed by:

Status (RAG)

Wendy Ramsay, Adult Frailty and Long Term Conditions Programme Manager (interim)

*Supporting comment if
Red or Amber*

Green



**Adult frailty,
long term
conditions and
physical
disability**

The purpose of this commissioning strategy is to outline the local authority's intentions in Adult Care Commissioning for Adult Frailty and Long Term Conditions across Lincolnshire. The key commissioning intentions focus on supporting people to live in their own homes for as long as they wish by developing high quality, personalised services that are flexible, responsive, and give people choice and control over how their care and support is provided.

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Delay and reduce the need for care and support

Permanent admissions to residential and nursing care homes aged 65+

1,020

People

Achieved



Requests for support for new clients, where the outcome was universal services/ signposting

47.2

%

Not achieved



Ensure that people have a positive experience of care and support

People in receipt of long term support who have been reviewed

86.2

%

Achieved



Enhance the quality of life for people with care and support needs

People using the service with control over their daily life

78

%

Achieved



Adults who receive a direct payment

34.9

%

Achieved



Commissioning/Delivery Strategy	Safeguarding Adults		
Sponsor	Glen Garrod	Commissioning Lead	Justin Hackney
Lead Officer (if applicable)	County Manager Adult Safeguarding (post currently vacant)	Stage: (delete as applicable)	Analyse, Plan, Do, Review

Summary Description

The Adult Safeguarding commissioning strategy covers 4 key areas of Adult safeguarding activity as follows. The Lincolnshire Safeguarding Adults Board (LSAB) which is the statutory multi-agency arrangement required to safeguard vulnerable adults. The LSAB also co-ordinates Serious Adult Reviews. The Adult Safeguarding Team who co-ordinate the response to Adult Safeguarding referrals, facilitate Section 42 enquiries and adult protection plans as well as contributing to wider multi-agency safeguarding boards and arrangements. The Deprivation of Liberty Safeguard Team (DOLS) that consider and (where appropriate) authorise the Deprivation of Liberty for Adults. The Emergency Duty Team (EDT) who provide a social care response at times when the main service is not available (i.e. evening, night, weekends and bank holidays) as well as the out of hours Approved Mental Health Professional (AMHP) assessment service. The majority of these services are fulfilled via in-house teams with the exception of some services commissioned from Lincolnshire Partnership NHS Foundation Trust (LPFT) as detailed below.

Key challenges relate to an increase in Adult Safeguarding referrals and section 42 enquiries since the implementation of the Care Act 2015 and a requirement for wider multi-agency working in response to a number of emerging national contemporary safeguarding agenda's e.g. Modern Day Slavery, Hoarding and Cyber Security. A need to continue to restate the statutory role of the local authority in safeguarding adults and re-enforcing with all partners that Safeguarding Adults is everyone's responsibility. Another key challenge is the significant increase in DOL's applications in response to the Cheshire West case law judgement which has resulted in a backlog of application in all local authority areas requiring a risk management based response.

In addition to the existing Adult Safeguarding commissioning strategy the LSAB also has a multi-agency Adult Safeguarding Strategy and an annual plan with agreed priorities. Two of the LSAB key priorities that also have particular relevance to the Adult Care Safeguarding activity and offer opportunities for improved demand management are Making Safeguarding Personal (MSP) and developing a Lincolnshire Safeguarding Prevention Strategy which is a cross cutting initiative with the LSAB is leading on behalf of LSAB, LSCB and the Community Safety Partnership.

<p>How have the "Needs" been established and agreed (include engagement activities)</p> <p>The Care Act 2015 and related statutory guidance: sets out the statutory responsibilities for the local authority and our partners in relation to safeguarding Adults.</p> <p>JSNA: The JSNA includes a topic area on Safeguarding and identifies key priorities.</p> <p>LSAB: Safeguarding priorities have been identified with the LSAB and via other multi-agency safeguarding arrangements.</p>	<p>What are the agreed "Outcomes"</p> <ul style="list-style-type: none"> Safeguarding adults with care and support needs, protecting them from avoidable harm and acting in their best interests where they lack capacity; Authorising Deprivation of Liberties where this is in their Best Interests; Ensuring people are asked what outcomes they want to achieve and respecting the right for Adults to make unwise decisions; Where ever possible preventing the demand for Safeguarding referral and associated interventions; 	How is success measured?		
		No. of measures	Targeted/measured ?	Of the targeted measures:
		4	4 Targeted	- 4 achieving the target
For information about performance in relation to targets for Q4 2017/18 please see Appendix A				

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Best Interest Assessments (POL's)	LPFT via Section 75	3 to 5 years	2019/2020	Y	Good	Regular contract management in place	Arrears	Independent	Y

Existing Pooled Budget/Co-commissioning arrangements (if any)

- Lincolnshire Safeguarding Adults Board (LSAB) – Facilitated through annual funding of £40k per lead agency including LCC, Lincolnshire Police and Lincolnshire Clinical Commissioning Groups.

Property Implications (if any)

- N/A

Commercial opportunities (if any)

- N/A

Commissioners Comments

Completed by:

Status (RAG)

*Supporting comment if
Red or Amber*

Red

Amber

Green



Safeguarding Adults

The purpose of this commissioning strategy is that vulnerable adults' rights are protected so that everyone can live safely and free from abuse and neglect.

[Show performance](#)

Safeguarding adults whose circumstances make them vulnerable, protecting them from avoidable harm and acting in their best interests where they lack capacity



Commissioning/Delivery Strategy	DRAFT Public Protection-(Not including Fire)		
Sponsor	Pete Moore	Commissioning Lead	Daryl Pearce
Lead Officer (if applicable)	n/a	Stage: DRAFT Plan	Analyse, Plan, Do, Review

Summary Description
 The business of Public Protection focusses on keeping our communities safe and making them feel safe and secure. This cuts across a number of themes in safeguarding and wellbeing. One of the key themes within the Public Protection commissioning strategy is bringing partners together by influencing and co-ordinating collaborative efforts to contribute to the safety of Lincolnshire. This activity cuts across both internal LCC services such as Trading Standards, Community Safety, Registration/Coroners, Highways, Children's and Adults and external partners such as the PCC, Police, Districts and Probation. This strategy has many interdependencies that are in the main managed through statutory boards such as the LCSP, LASB, LCSB and LRSP

Page 77	<p>How have the "Needs" been established and agreed (include engagement activities)</p> <ul style="list-style-type: none"> The LCSP conducted a recent survey (November 2016) to understand the feelings of the community and to support the strategic priority setting looking ahead. Analytical work is undertaken to assess outcomes and current issues LCC is currently reviewing needs on behalf of the LCSP Survivor feedback is sought from victims of DA who have both used the services in Lincolnshire and many who haven't Link with other engagement channels such as the PCC and national crime surveys Trading Standards carry out local Strategic Threat assessment and take note of national and regional versions LRSP use analysis of collision and accident data 	<p>What are the agreed "Outcomes"</p> <ul style="list-style-type: none"> The public are protected from unsafe and dangerous goods Vulnerable repeat victims of scams are protected Improve public safety by reduction in alcohol and drugs misuse, inc. alcohol fuelled violence and anti-social behaviour, young people and drug misuse. Increase public confidence in how we tackle domestic abuse. Reduce the number of people killed or seriously injured on Lincolnshire's roads Reduce adult reoffending Reduce the number of young people committing a crime Reduce young people entering criminal justice system Ensure routes to integrity of citizenship, nationality and prevent sham marriage Ensure integrity of death investigation by Coroners and to support the prevention of further deaths 	<p>How is success measured? Success is measured on performance against the Council Business Plan measures.</p> <table border="1"> <thead> <tr> <th>No. of measures</th> <th>Targeted/measured ?</th> <th>Of the targeted measures:</th> </tr> </thead> <tbody> <tr> <td>20</td> <td>- 14 Targeted - 6 Measured</td> <td>- 7 Achieving or exceeding the target - 2 improving but not achieving the target - 5 Not Achieving the target</td> </tr> </tbody> </table> <p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A</p>	No. of measures	Targeted/measured ?	Of the targeted measures:	20	- 14 Targeted - 6 Measured	- 7 Achieving or exceeding the target - 2 improving but not achieving the target - 5 Not Achieving the target
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	20	- 14 Targeted - 6 Measured	- 7 Achieving or exceeding the target - 2 improving but not achieving the target - 5 Not Achieving the target						

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Trading Standards	LCC	ongoing							
Domestic Abuse Outreach Services-Standard and Medium risk victims incl children	WLDAS,NCHA, Boston Mayflower	Current end Mar18	In process	Y	Good	none	Q in arrears		N
IDVA – Independent Domestic Violence Advisor (support offered to high risk cases in MARAC process)	Safer Communities LCC	Current end Mar18	In process	Y	Good	none	Q in arrears		N

Assisting Rehabilitation through Collaboration (ARC) Co-ordinator	Safer Communities LCC	LCC funding ends Mar18	In process	In development	Good early results	none			N
Community Safety Analysis, Coordination and Commissioning (incs Police secondment)	Safer Communities LCC	ongoing							
Services for Appropriate Adult Provision across Lincolnshire Police custody suites (Children's Services)	TAS	3years +1+1	Just retendered	Y	Good	none	Monthly in arrears		Y
Engineering: Identify and implement an annual programme of engineering safety schemes	LCC -Highways	ongoing							
Continue to run and manage School Crossing Patrol facilities across the County	LCC Direct funding for School Crossing Patrols	ongoing							
Delivery of National Driver Offender Retraining Scheme courses	Strategic Partnership between LCC and PCC	ongoing							
Registration , Celebratory and Coroners Services – Mortuary, post mortem and body removal	Empath, Independent Funeral Directors								

Existing Pooled Budget/Co-commissioning arrangements (if any)

Delivery of National Driver Offender Retraining Scheme Courses Utilises income as a result of Strategic Partnership between LCC and the Office of Police and Crime Commissioner for Lincolnshire to deliver National Driver Reoffender Retraining Scheme courses (approx. £1.65m)

Property Implications (if any)

ARC team collocated in 1 room at Myle Cross to promote multi-agency working (includes Police officers, probations services, YOS and health)

Commercial opportunities (if any)

Will be considered as part of draft commissioning strategy-some already exploited in Celebratory Services and Trading Standards.

Commissioners Comments	
Completed by:	Status (RAG)
	<i>Supporting comment if Red or Amber</i> Red Amber Green

APPENDIX A



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.

Show performance

The public are protected from unsafe and dangerous goods

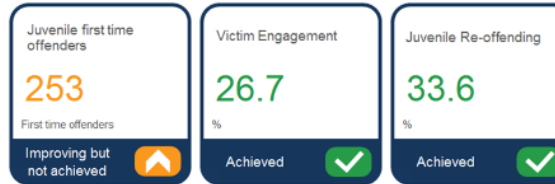


Reduce adult reoffending



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

Reduce the number of young people committing a crime

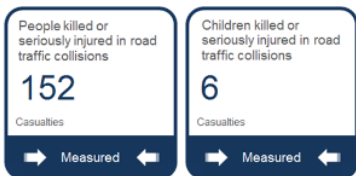
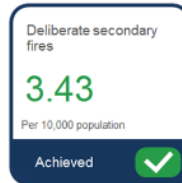


Increase public confidence in how we tackle domestic abuse

Reduce fires and their consequences



Reduce the number of people killed and seriously injured on Lincolnshire's roads



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Commissioning/Delivery Strategy	Community Wellbeing		
Sponsor	Glen Garrod	Commissioning Lead	Tony McGinty
Lead Officer (if applicable)	Robin Bellamy	Stage: (delete as applicable)	Analyse, Plan, Do, Review

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Summary Description

The Community Wellbeing Commissioning Strategy seeks to ensure that people living and working in Lincolnshire lead long, healthy and happy lives by improving and protecting the health of the population whilst reducing inequalities. The Community Wellbeing Commissioning Strategy covers services mandated by the Public Health regulations of the Health and Social Care Act 2012, mandated services under the Care Act 2014, other non-mandated functions within the Health and Social Care Act 2012 and the wider community wellbeing commissioning priorities of the Council.

To achieve this we are committed to:

- Working with our partners, providers and the public to understand the needs of people living and working in Lincolnshire and the ability and capacity of our providers and partners to meet those needs;
- Involve our customers in the development of public health in Lincolnshire by adopting a co-production approach whilst being clear and explicit about what we can and cannot do for them;
- Improve outcomes for individuals by developing an overarching performance framework based on outcomes and manage everything we do through a clear and transparent set of operating procedures.

In order to achieve the purpose of the strategy we will take different approaches to different issues. In some cases we will want to buy specific, good value for money services for local people to help them overcome specific problems. In other cases we will want to influence other organisations and local people to do things that are good for community wellbeing like advising the NHS on what services local people need. Finally, we will work with other agencies which have a responsibility to protect people from diseases like cancer, environmental and biological hazards and emergencies to assure ourselves that their work is effective.

<p>How have the "Needs" been established and agreed (include engagement activities)</p> <p>Customer, patient, service user and stakeholder views have been critical in commissioning these services from the needs analysis phase through to the procurement stages of commissioning. This feedback along with the needs analysis which has been completed in support of our commissioning work can be found at http://www.research-lincs.org.uk/joint-strategic-needs-assessment.aspx.</p>	<p>What are the agreed "Outcomes"</p> <ul style="list-style-type: none"> • People are supported to lead healthier lifestyles • People are able to live life to the full and maximise their independence • Peoples health and wellbeing is protected • Work with others to promote community wellbeing. 	How is success measured?			
		No. of measures	Targeted/measured ?	Of the targeted measures:	
		5	- 5 Targeted	- 4 achieving the target - 1 improving but not achieved the target	
<p>For information about performance in relation to targets for Q4 2017/18 please see Appendix A</p>					

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Lincs Community Alcohol & Drug Treatment	Addaction	5 years (2 year extension)	5 year end date: 30/09/2021	Y	Good	Yes (Service Credits at 20% of contract value)	Arrears		N

Wellbeing Service	NKDC, ELDC, LILP	4 years (ending on 31/3/18)	Currently being re-commissioned	Y	Ave	Not currently	Arrears		N
Lincolnshire Integrated Sexual Health Service (LISH)	LCHS	5 years (2 year extension)	5 year end date: 31/03/2021	Y	Ave	Yes (Service Credits at 10% of contract value)	Arrears		N
Housing Related Support Services	Various	3 years (2 year extension)	3 year end date: 30/06/2018	Y	Good	Yes (Service Credits at 10% of contract value)	Arrears		N
Domestic Abuse Floating Support Services	Various	4 ½ years (ending on 31/3/18)	Currently being re-commissioned	N	Good	None	Arrears		N
Stop Smoking Services	North 51 Ltd	2 years 3 months (1 year extension)	Contract end date: 31/03/2018	Y	Good	Yes (Service Credits)	Arrears		N
Healthwatch	Healthwatch Lincolnshire	Grant Aid Agreement (5 years ending 31/03/18)	Currently being re-commissioned	N	Good	None	Arrears		N
Integrated Community Equipment Services	NRS	5 years (2 year extension)		Y	Good	Yes (Service Credits)	Arrears		Y
Falls Prevention (Review and Development)	Not yet commissioned?	2 years							

Existing Pooled Budget/Co-commissioning arrangements (if any)

- A section 75 agreement is in place with NHS England covering the commissioning of HIV treatment and care services which are provided through the Council's contract for the provision of integrated sexual health services in the county. The value of this is £1,267,617.
- A social impact bond is currently being delivered by the LCC commissioned Housing Related Support provider delivering the floating support contract in Lincolnshire. This is fully funded by DCLG and payment is linked to outcomes achieved for entrenched rough sleepers within the service (estimated total value is £1.3m). The Council's housing related support contract has been varied to accommodate this service.
- LCC currently commission mental health crisis housing as part of the housing related support contracts. These contracts are fully funded by West Lincolnshire CCG and the money is transferred across to LCC at a value of £491,368.
- A Section 75 agreement is in place for the delivery of the Integrated Community Equipment Service, the NHS in Lincolnshire contributes £3,132,000 (54%) towards the overall budget for the ICES contract of £5,800,000.

Property Implications (if any)

None identified

Commercial opportunities (if any)

All procurement and contract management for this commissioning strategy is now undertaken by Commercial Services – People Services, in common with all strategies led by Adult Care and Community Wellbeing. This approach makes sure that we continually explore all commercial options and opportunities within these services.

Commissioners Comments

Completed by: David Stacey

Status (RAG)

*Supporting comment if
Red or Amber*

Green



Wellbeing

The purpose of this 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.

[Show performance](#)

People are supported to live healthier lifestyles

Percentage of alcohol users that left drug treatment successfully

36.1

%

Improving but not achieved



Peoples' health and wellbeing is improved

Health and Social Care staff trained in Making Every Contact Count (MECC)

1,258

Staff trained

Achieved



Health and social care staff have the skills and knowledge to support people to take responsibility for their own health and wellbeing

People aged 40 to 74 offered and received an NHS health check

127,298

Health checks received

Achieved



Chlamydia diagnoses

2,232

Per 100,000 15-24 year olds

Achieved



Older people are able to live life to the full and feel part of their communities

Older People supported by the Wellbeing Service to maintain their independence

90.0

% of people

Achieved



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APPENDIX D

Commercialisation Strategy

Contents

1 Background

- 1.1 Overview
- 1.2 Strategic Drivers
- 1.3 Vision
- 1.4 Scope of Commercialisation

2 Delivery of Commercialisation

- 2.1 Ongoing Commercial activity
- 2.2 Project-based Commercial activity
- 2.3 Links to other Council strategies and policies
- 2.4 Creating the right Environment
- 2.5 Governance
- 2.6 Benefits

Appendix A Examples of Commercialisation

1 Background

1.1 Overview

1.11 This document outlines the Council's approach to commercialisation.

1.12 "Commercialisation" is an increasingly important concept in local government driven by the hope that a more commercial approach will help manage the acute financial difficulties being experienced by many local authorities and help them manage to achieve key service objectives.

1.13 There is no single approach to commercialisation. It is for each Council to identify what commercialisation means to it and how to pursue it. That will be dependent on a number of local factors including political buy-in, the financial climate, capacity, opportunity, skills and capability and attitude to and appetite for risk.

1.14 There have been some excellent examples within the Council of cost saving initiatives being successfully carried out, such as re-commissioning services, re-letting contracts, re-negotiating arrangements, and reviewing specifications. Further, demonstration of efficient and effective operational activity has been recognised across the Council and this recognition has resulted in additional funding. Whilst good progress has been made, there is also recognition that these measures alone will not be enough to meet the significant future funding pressures.

1.15 The Council's Commercialisation Strategy aims to take a broad view of commercialisation, to include all aspects of service reviews and redesign including the potential for digitalisation (the use of digital technologies to change a business model to deliver savings and/or increased value), the commissioning cycle, shared services, new opportunities for revenue generation to include investment opportunities and the selling of services, and pricing.

1.2 Strategic Drivers

1.21 Our starting point is always to remember that we are a local authority. We have statutory obligations that we must fulfil including to support and safeguard our most vulnerable residents. In terms of powers we can do anything that an individual can do but we exercise those powers always to benefit our area and the people who live and work in it and those who visit it. This is why we (members and officers) came into public service to deliver outstanding customer service. It is our core function and our key strategic driver. All commercial opportunities should be considered in this light. It is for this reason that in the absence of any particular benefit to the people of Lincolnshire we are unlikely to invest in opportunities out of Greater Lincolnshire. This is the first principle of commercialisation, that there is a public service ethic at the heart of everything we do.

1.22 The more money we have the more we can do with it and risk is necessary to release the benefits of commercialisation. However, we are not the private sector. Our customers sometimes have no choice other than to use our services. We are managing public money that has been entrusted to us and we must do so wisely. We are often no more than custodians of the assets we own. These factors limit the level of risk we can take in the pursuit of income. This is the second principle of commercialisation, whilst willing to take risk, we will manage that risk so as not to jeopardise the services and opportunities we offer to Lincolnshire citizens. Risk management will be proportionate to the magnitude of the risk and the adverse impact should it materialise.

1.23 Important drivers for commercialisation are;

- To improve the service offer to new and existing customers within Greater Lincolnshire;
- To deliver a financial return to enable investment in sustainable services/outcomes;
- Actively to engage in market development, market shaping to improve services and increase capacity;
- Enhance the Council's reputation which will itself tend to attract additional funding;

- Improve the skill set of staff and managers so as to get the best out of dealings with our partners;
- Market intervention where the current market is unaffordable or putting Council service at risk;
- Attract alternative investment/funding models to support service delivery;
- Invest and use the Council's financial base/infrastructure to deliver a financial return.

1.3 Vision

1.31 *To become an innovative and resourceful council that continuously drives positive annual contributions by generating extra revenue and delivering cost reductions through commercial activity thereby supporting the continued delivery of front line services.*

1.32 There will increasingly be a culture of services actively looking for additional commercial opportunities as part of the development of their Commissioning Strategies which will continue to review alternative ways of delivering services to achieve the best outcomes. At the same time the service offer and outcomes will be maintained or where possible improved.

1.33 Our staff will have a reputation for being aware, willing, flexible and able.

1.34 We will have an understanding of our abilities, knowing what we can deliver and what we cannot, supported with a clear understanding of where it is desirable to be able to increase our capabilities and where we do not wish to. We will have an understanding of our portfolio of external service offerings, investments and joint ventures which will be set out in a register. Over time we will understand not only which ones offer a greater financial return than others, but also what the public service return is and how we continue to manage risk effectively.

1.4 Scope of commercialisation

1.41 Our approach is to see commercialisation as a range of possible approaches and activities arranged on a continuum depending on the degree of risk attached as follows;

- Adopting a commercial mindset and displaying commercial skills, business acumen and discipline
- Being productive in everything we do for ourselves including a digital by design approach where possible ;
- Increased focus on how we buy goods and services including procurement, contract management, shared service arrangements;
- Maximising the return on our assets;
- Covering our costs through charging;
- Trading our services;
- Investing.

1.42 Examples of these approaches are set out in the attached Appendix A. There are many other examples that could be given and many other commercial opportunities waiting to be fulfilled which have to be prioritised. The examples provided demonstrate a reasonably mature approach to commercialisation within the Council which at the lower end of the continuum, adopting a commercial mindset, being efficient and effective and increased focus on buying goods and services, is also sufficiently aligned to the work being done on the Commissioning Strategies and Plans so as to be seen as business as usual. These activities for ease of reference are referred to as "Ongoing Commercial Activity".

1.43 It is those other approaches later on the continuum exploiting our assets; covering our costs through charging; trading our services and investing which are less well understood and arguably offer the greatest risk and reward. These activities for ease of reference are referred to as "Project Based Commercial Activity".

1.44 It is for the Project Based Commercial Activity along with digitalisation that a Commercial Strategy has the most to offer by;

- ensuring a corporate approach to delivering public service and managing risk;
- enabling the Council to prioritise commercial activity and focus its resources on the areas with greatest benefit;
- enabling a consistent approach to be taken learning from the experiences elsewhere in the Council.

2 Delivery of commercialisation

2.1 Ongoing commercial activity

2.11 The expectation is that the services will continue to work on Ongoing Commercial Activity as part of the continuous improvement obligations that we are all familiar with. Recent activity to strengthen the Council's approach to commissioning and the introduction of the Commissioning Board will support this. We will investigate ways of disseminating good practice and lessons learnt across the Council and will seek to remove barriers to progress - see Creating the Right Environment below.

2.2 Ongoing commercial activity

2.21 In terms of the Project Based Commercial Activity the initial approach under this Strategy is to first identify and then focus on delivering a small number of key opportunities to ensure organisational learning is built up, processes are refined, projects can be properly resourced and to maximize the prospects of successful delivery. These projects will recognise that the Council is risk aware not risk averse and is prepared to invest now for a return in the future.

2.22 The Project Based Commercial Activity will be built on robust business cases which set out:

- The Project
- Aims and Objectives
- Measures of Success
- Project Sponsor
- Project Manager
- Relevant Commissioning Strategy
- The Target Market
- Delivery Costs and Cash Flow Considerations
- Pricing Strategy
- Competitors
- Regulatory Environment
- Project risks
- Tax considerations
- Delivery Vehicle
- Time Line
- Project Resourcing

2.23 We will develop a programme of Project Based Commercial Activity work by prioritising activity from the possible projects within the Council. The Corporate Management Board will determine the priority Project Based Commercial Activity which will proceed to a Business Case in discussion with the Commissioning and Commercial Board. The Council's existing project categorisation tool has been amended to assist with that exercise see Table 1. It will be developed over time as we use it.

Table 1 Project Scoring Tool

	Score: 1	Score: 2	Score: 3	Score: 4
Contribution to Council Business Plan (CBP) objectives and outcomes/Strategic Risk management	No link to our CBP/Strategic Risk	Contributing to other work linked to our CBP/Strategic Risks	Direct contribution to a single objective or outcome in our CBP/single Strategic Risk	Direct contribution to more than one objective or outcome in our CBP/Strategic Risk
Whole life total project cost including internal and/or external professional support	< £2.5million	£1 million-£2.5 million	£250k - £1 million	£1- £250k
Timescale for delivery	> 18 months	12 - 18 months	6 - 12 months	< 6 months
Expected life of the outcome/asset/income generation	0-2.5 years	2.5-5 years	5-10 years	>10 years
Return on Investment (pay-back period)	>10 years	5-10 years	2.5-5 years	0-2.5 years
Transformative impact on the Council and or its partners e.g. health	None or minimal change	A change affecting a single unit or team	A change affecting all teams within a single directorate	Significant change with a high impact on staff across LCC
Track record/experience	We have not done anything like this before	We have done similar before, but not the same	We have done this before once or twice	We have done this before many times
Risk	High Risk across more than one risk area – e.g. technical, legal, financial,	Medium risk across one or more risk areas	High risk in relation to one risk area	Low risk across all risk areas
Our capacity and capability	No existing capacity and capability	Limited capacity and capability which will need to be supplemented by significant expensive external resource	Limited capacity and capability that can relatively easily be supplemented by acceptable levels of external resource	Capacity and capability fully available in-house
Total Score:				

2.3 Links to other Council strategies and policies

2.31 The Strategy aligns with and complements other key documents that contribute towards the overall success of the Council. In particular, this strategy has been aligned to:

- Commissioning Strategies
- Medium term financial plan
- LCC strategic risk register
- Focus on areas of existing Council business and high cost, e.g. waste and Adult Care

2.4 Creating the right environment

2.41 It is essential that the right culture and environment is created within the Council to encourage innovation and resourcefulness. This will involve the following activities:

- Undertaking a skills audit;
- Develop a register of existing activity and identify centres of knowledge and learning;
- Design a commercial network to draw in and develop new ideas;
- Produce a framework for development of new propositions;
- Capturing and disseminating lessons learned;
- Adopting a project management approach for the implementation of the Project Based Commercial Activity.

2.5 Governance

2.51 Existing governance arrangements will be used so that early review and feedback will be received from CMB and the Commissioning and Commercial Board prior to the Council's formal decision making being invoked.

2.6 Benefits

2.61 Taking the approach outlined within this strategy is believed to be the most appropriate for Council as it offers a number of key benefits, including:

- Providing a real opportunity to make a contribution to the Medium Term Financial Strategy;
- Improving and sustaining the public service offer in Greater Lincolnshire;
- Staff development – new skills will be acquired;
- Helping to transform the organisation into a more innovative and resourceful workplace;
- Bringing benefits to the local economy.

APPENDIX A

Approach	Examples
Commercial mindset	<ul style="list-style-type: none"> • Movement from grant-based approaches to a service contract-based approaches • Greater appreciation of commercial terms and how they can be used to drive value for money and contract and performance management • Commercial awareness is a core competency within the Council's Competency Framework • Effective negotiating skills resulting in additional BCF funding being made available to the Council • The Council being chosen as a pilot authority for example to test the impact of the Care Act attracting additional funding
Efficient and effective in LCC activity	<ul style="list-style-type: none"> • Using all of the Energy from Waste capacity rather than landfill • Reductions in assets to match reduced workforce e.g. MFDs • Improved commissioning e.g. libraries where much of the operating model is delivered by the community • Introduction of Commissioning and Commercial Board
Improved buying	<ul style="list-style-type: none"> • Smarter contracts with more robust performance management frameworks tied to outcomes and price-performance mechanisms • More robust contract management to realise the benefits driven out by competition and contract conditions • Increased competition • Procurement network • Competence in more complex procurement methodologies
Exploiting assets	<ul style="list-style-type: none"> • Charge Serco for using the Council's network • Allow partners to use Council recruitment channels
Charging	<ul style="list-style-type: none"> • Take a consistent approach to charging for services including the treatment of overhead • Charging for the use of Council procurement frameworks • Charging for use of Council assets for advertising e.g. web, vehicles, buildings
Trading	<ul style="list-style-type: none"> • Transport through the Teckal • Legal Services • Procurement Lincolnshire • Secure Accommodation
Investing	<ul style="list-style-type: none"> • Invest in infrastructure and find a market for the heat produced by Energy from Waste • Invest in Adult Care property to maintain capacity and leverage in the market • Invest in Proving Limited for financial return / Development opportunities

Key: Achieved
Mixed approach/work in progress
Yet to be achieved

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

Report to:	Executive
Date:	03 July 2018
Subject:	Review of Financial Performance 2017/18
Decision Reference:	I015182
Key decision?	Yes

Summary:

This report:

- describes the Council's financial performance in 2017/18;
- identifies and explains variances from the Council's revenue and capital budgets;
- reports the use made of flexible capital receipts to fund revenue expenditure on transformation during 2017/18;
- makes proposals on the carry forward of over and under spendings into the current financial year; and
- reports Prudential and Financial Performance Indicators for 2017/18.

Recommendation(s):

That the Executive:

- (1) Notes the carry forwards set out in paragraphs 1.100 to 1.102 and paragraph 1.105 of the report, which are made in line with the Council's Financial Regulations;
- (2) Recommends to full Council that the proposals in paragraphs 1.103, 1.104 and 1.107 of the report relating to the treatment of underspends in excess of 1.0% be approved;
- (3) Notes the transfers to and from reserves carried out in 2017/18 as set out in Table E; and
- (4) Notes financial performance in 2017/18 including Flexible Use of Capital Receipts and the Prudential Indicators.

Alternatives Considered:

1. This report describes the actual position for the 2017/18 financial year and is factual in content and follows current Council policy. No alternatives are being considered in relation to this aspect.

In relation to the treatment of overspends and underspends above 1.0% as set out in paragraphs 1.103, 1.104 and 1.107, there are a number of different ways these could be used. The proposed is a mix of funding service expenditure and transfers to reserves. This is considered to be the most prudent and appropriate approach for the Council in the current financial climate.

Reasons for Recommendation:

Financial governance requires that the Executive reviews the financial performance of each year. This report facilitates this.

The treatment of underspends and overspends are considered appropriate and prudent for managing the financial challenges facing the Council.

1. Background

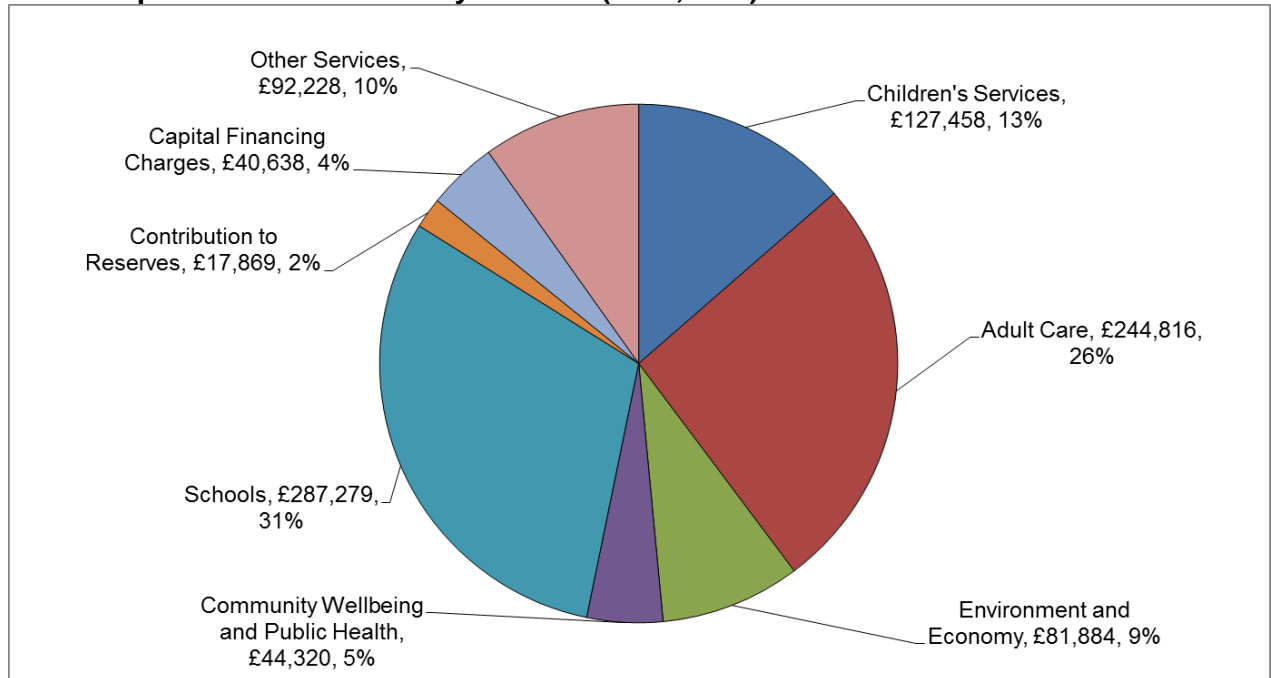
1.1 The County Council sets its spending plans for 2017-18 against a backdrop of continued significant reductions in government funding, growing cost pressures from demand led services such as adult and children's social care and waste disposal. In developing its financial plan the Council considered all areas of current spending to identify cost pressures which must be funded and savings which could be made, through efficiencies and by reducing the level of service provided. The budget proposals also included an increase in Council Tax levels of 3.95% (1.95% general increase, plus 2.00% for Adult Social Care Services) and one off use of reserves.

Annual Revenue Spending

1.2 The Council spent £936.491m in 2017-18 on providing public services – £1,260 for every person in Lincolnshire.

1.3 The Council's annual spending on providing public services are set out in the charts below and show how this was used both by type of service provided and by type of expenditure.

Gross Expenditure Service Analysis £'000 (£936,491k)



Children's Services Includes: Readiness for School, Learn and Achieve, Children are Safe & Healthy and Readiness for Adult Life.

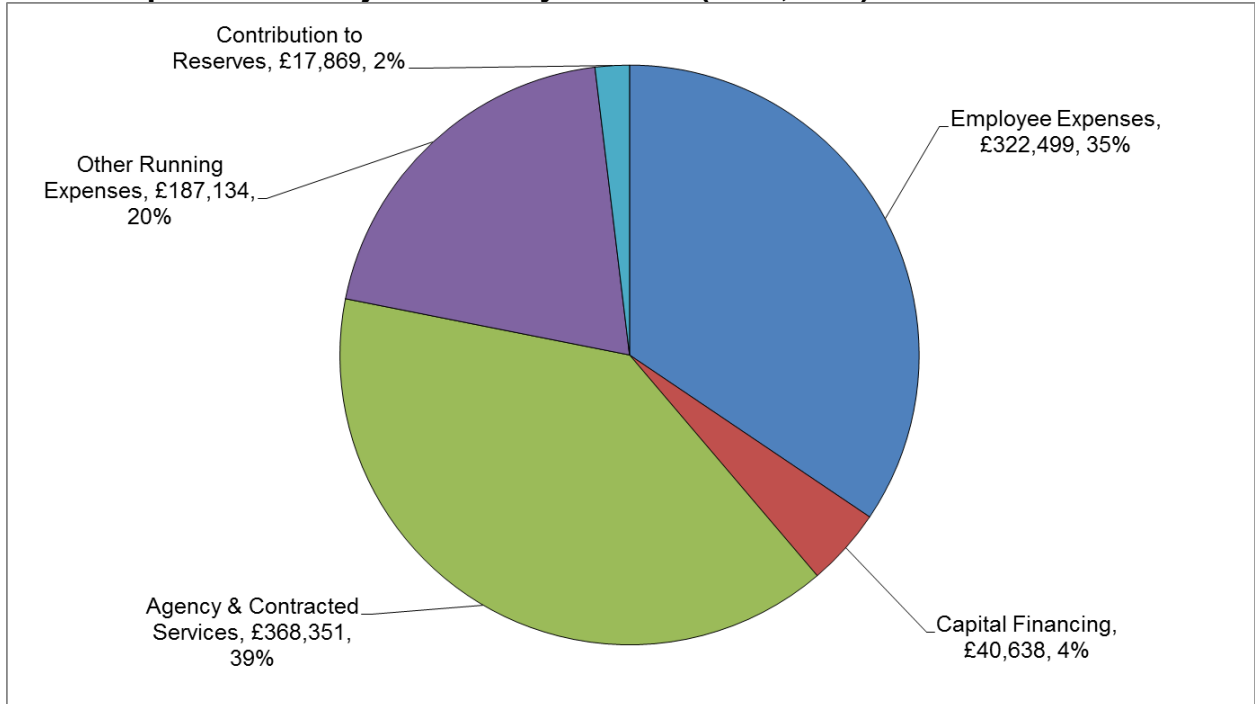
Adult Care Includes: Adult Safeguarding, Adult Frailty, Long Term Conditions and Physical Disability, Carers and Adult Specialities.

Community Wellbeing and Public Health Includes: Community Resilience & Assets and Wellbeing.

Environment and Economy Includes: Sustaining & Developing Prosperity Through Infrastructure, Protecting & Sustaining the Environment and Sustaining & Growing Business & the Economy.

Other Services Includes: Protecting the Public, How We Do Our Business and Enablers & Support to Council Outcomes, Contingency Budgets.

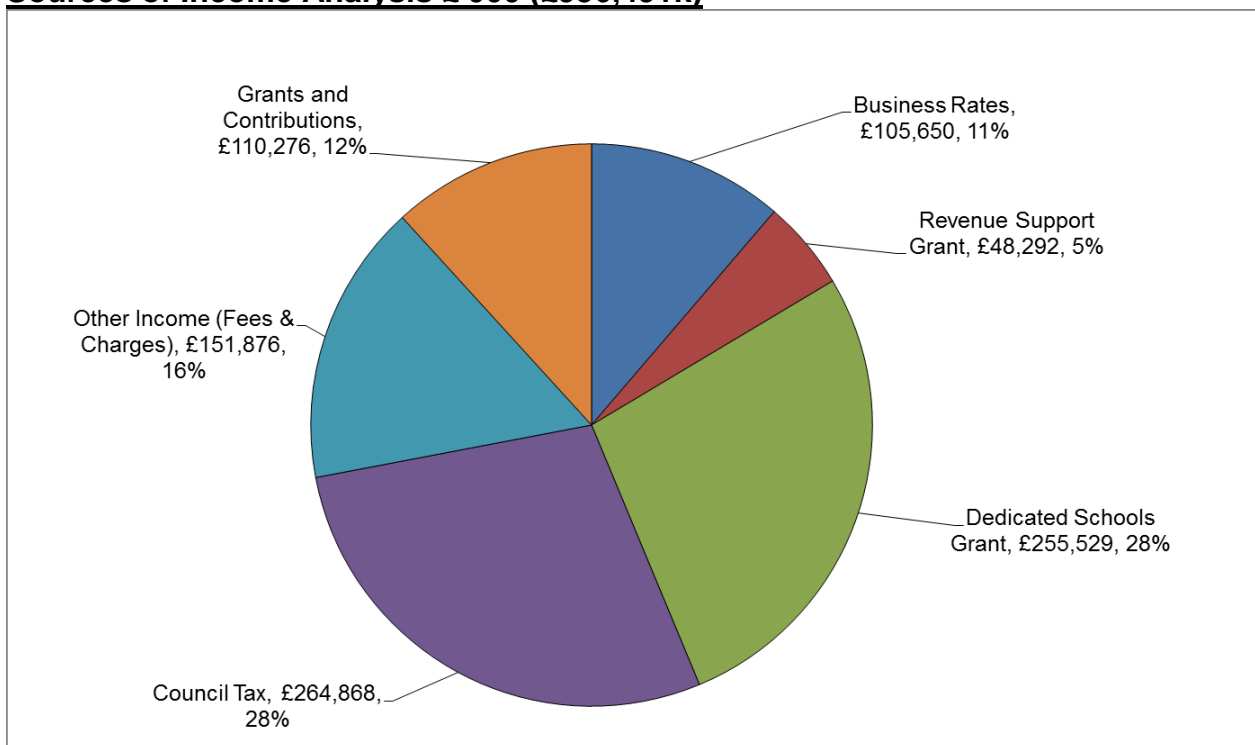
Gross Expenditure Subjective Analysis £'000 (£936,491k)



The distribution of expenditure type differs significantly between different services. For example employee expenses comprises 57.4% of budgeted expenditure in schools, for other (non-schools) budgets it is only 25.0% of expenditure and contract payments comprises 51.1% of total expenditure. These differences reflect how Council services are provided.

The Council's revenue spending was funded by:

Sources of Income Analysis £'000 (£936,491k)



1.4 In 2017-18 the Council increased Council Tax by 3.95% and also saw growth of 1.44% on the number of band D equivalent properties in Lincolnshire. This in total generated an additional income for the Council of £13.520m. The Council Tax collection funds in Lincolnshire also generated a surplus in 2017-18 of a further £3.156m to the County Council.

1.5 Business Rates generated £105.650m. This is made up of a number of elements, £18.940m collected from businesses in Lincolnshire, £85.264m received as a top up from central government and an estimated £1.446m from the County Council pooling with six of the Lincolnshire District Councils.

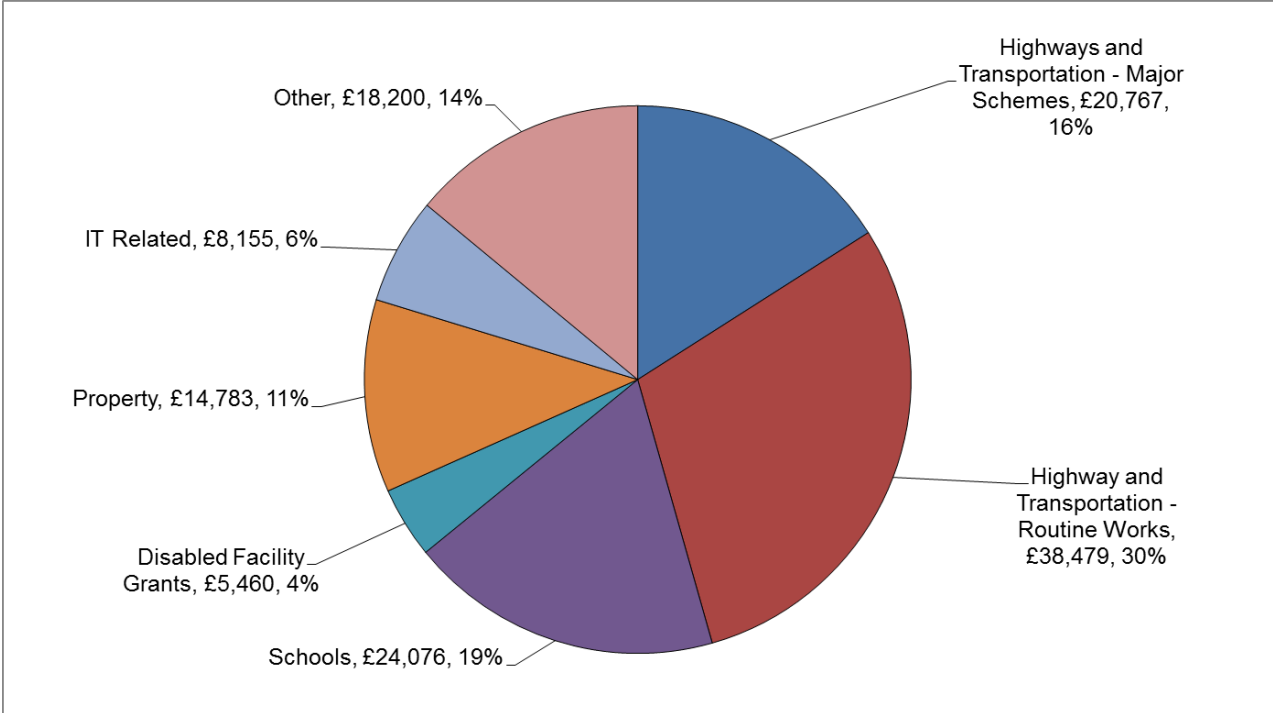
1.6 Funding from Revenue Support Grant (RSG) in 2017-18 has provided the County Council with £48.292m. The value of this grant continues to fall. On a like for like basis this has decreased by £22.059m or 31.4% from the grant received in 2016-17

1.7 In addition to RSG the Council also receives specific government grants. The most significant of these was £255.529m of Dedicated Schools Grant which is used for funding education in Lincolnshire and £33.524m for Public Health Grant.

Capital spending and funding

1.8 The Council spent £129.920m on the County’s assets, in particular on roads and schools. The net capital spend was £53.087m which was £26.751m or 33.5% less than planned. The following chart sets out the spending on major investment projects by service area:

Gross Expenditure on Major Investment Projects £'000k (£129,920k)



Other includes: Adults Care, Fire and Rescue and Protecting & Sustaining the Environment, Street Lighting Transformation.

1.9 In 2017-18 expenditure was incurred on the following schemes:

- Maintenance of roads, bridges, safety fencing, street lighting, signs and lines, and traffic signals.
- Integrated Transport Schemes across the Council including: minor capital improvements, rights of way, road safety, public transport and town/village enhancements.
- Construction of two new road schemes, one in Lincoln and the other in Grantham.
- The continuation of the programme to integrate new technology into Street Lighting.
- Construction of a joint property for all blue light services in Lincoln.
- Programme of modernisation to meet the statutory responsibility for provision of educational places and a programme to improve the condition of school buildings.

1.10 The Council has received grants from central government and other bodies (£111.984m) to fund: maintenance work on roads, the Council's programme of modernisation and improvement of condition of school buildings and provision of education places. £14.602m of funding for the capital programme came from temporary internal and external borrowing and £3.334m from revenue funding and use of earmarked reserves.

1.11 The Council sets itself a limit on its total borrowing to ensure that it remains prudent and affordable. The Council's target is to ensure that annual minimum revenue provision (MRP) plus interest are no more than 10.0% of the Council's annual income. The figure for 2017/18 was 5.26%. MRP is the amount required to be set aside as a provision for debt repayment, and in accordance with Regulation, this amount should be prudent to ensure debt is repaid over a period reasonably commensurate with the period over which the capital expenditure funded by borrowing provides benefits. The Council's current policy is to apply the average life method to calculate the MRP and use the MRP in full to repay debt annually.

The Council's financial standing

Key Financial Performance Measures: Financial Health and Performance

1.12 The County Council has identified a number of key indicators to monitor its Financial Health and Performance. The Council's actual performance against these key indicators for 2017/18 is shown in **TABLE A**.

TABLE A – Key Financial Performance Measures: Financial Health and Performance

Key Financial Performance Measures: Financial Health & Performance				
REF	PERFORMANCE INDICATOR	MEDIUM TERM TARGET	2017/18 Estimate	2017/18 Actual
1	Council tax compared with other counties	In lowest quartile of all English county councils (out of 27 county councils)	Yes	Yes 23rd out of 27
2	Government grants	Lobby for annual increases in general government grants to be above the county average	Yes	Yes
3	Capital receipts	At least £8.0m per annum from 2017/18	£8.000m	£4.030m
4	Minimum Revenue Provision and Interest	MRP and Interest repayments not to exceed 10% of net income	5.75%	5.26%
5	Accounting	Unqualified external audit opinion	Yes	Not yet Available
6	General Reserves	Maintained within the range of 2.5% to 3.5% of the annual budget requirement net of Dedicated Schools Grant	Within range 3.5%	Within range 3.5%
7	Internal control	None of the processes audited receive a low assurance" opinion from internal audit	Yes	No *
8	Expenditure - prompt payment	At least 90% of undisputed invoices paid within 30 days	90.00%	89.60%
9	Treasury management	Risk adjusted return comparison	Weighted Benchmark	0.54%

* Payroll did not meet this criteria for 2017/18

Revenue Budget Outturn

1.13 The revenue budget outturn for 2017/18 is summarised below:

- Total service revenue spending, excluding schools, was under spent by £6.599m or 1.7%.
- There was an underspend of £20.721m on other budgets or 30.3%.
- The Council received £0.349m or 0.1% more general funding income than originally budgeted for.

1.14 This gives the Council (excluding schools) an overall underspend of £27.669m.

1.15 In addition, there was a £17.058m underspend relating to Schools. This amount will be carried forward for schools to use in 2018/19.

1.16 The revenue outturn position for 2017/18 is shown in **TABLE B** (over page).

TABLE B – Revenue Budget Final Outturn 2017/18

	Revised Net Revenue Budget	Expenditure	Under or Over Spending	Percentage Under or Over Spending
	£'000	£'000	£'000	%
COMMISSIONING STRATEGIES				
Readiness for School	4,888	4,734	(154)	-3.2%
Learn & Achieve	33,359	32,902	(457)	-1.4%
Readiness for Adult Life	5,980	5,591	(390)	-6.5%
Children are Safe and Healthy	61,836	61,889	53	0.1%
Adult Safeguarding	3,656	4,092	436	11.9%
Adult Frailty, Long Term Conditions and Physical Disabilities	113,160	111,561	(1,599)	-1.4%
Carers	2,327	2,003	(324)	-13.9%
Adult Specialities	62,463	62,443	(20)	0.0%
Wellbeing	26,838	26,862	24	0.1%
Community Resilience & Assets	10,456	10,189	(267)	-2.6%
Sustaining & Developing Prosperity Through Infrastructure	38,992	38,994	2	0.0%
Protecting & Sustaining the Environment	23,266	22,357	(908)	-3.9%
Sustaining & Growing Business & the Economy	862	697	(165)	-19.1%
Protecting The Public	23,399	23,768	369	1.6%
How We Do Our Business	8,990	8,162	(828)	-9.2%
Enablers & Support To Council's Outcomes	36,189	33,822	(2,367)	-6.5%
Public Health Grant Income	(33,524)	(33,524)	0	0.0%
Better Care Funding	(34,497)	(34,501)	(4)	0.0%
TOTAL COMMISSIONING STRATEGIES	388,638	382,039	(6,599)	-1.7%
OTHER BUDGETS				
Capital Financing Charges	47,100	39,001	(8,100)	-17.2%
Contingency	2,645	0	(2,645)	-100.0%
Other Budgets	18,746	8,770	(9,976)	-53.2%
TOTAL OTHER BUDGETS	68,491	47,770	(20,721)	-30.3%
SCHOOL BUDGETS				
Schools (DSB)	241,521	226,723	(14,798)	-6.1%
Schools Related Expenditure (DSB)	26,985	24,300	(2,686)	-10.0%
Dedicated Schools Grant	(255,371)	(255,529)	(158)	0.1%
Schools Budgets (Other Funding)	(3,472)	(2,889)	583	-16.8%
TOTAL SCHOOL BUDGETS	9,663	(7,395)	(17,058)	-176.5%
TOTAL EXPENDITURE	466,792	422,414	(44,378)	-9.5%
INCOME				
Revenue Support Grant	(48,292)	(48,292)	0	0.0%
Business Rates	(106,961)	(108,424)	(1,463)	1.4%
Council Tax	(264,868)	(264,868)	0	0.0%
Other Non Specific Grants	(19,814)	(18,700)	1,114	-5.6%
TOTAL INCOME	(439,935)	(440,284)	(349)	0.1%
USE OF BALANCES				
Use of Balances - Earmarked Reserves	(26,757)	(26,757)	0	0.0%
Use of Balances - General Reserves	(100)	(100)	0	0.0%
TOTAL USE OF RESERVES	(26,857)	(26,857)	0	0.0%
TOTAL	0	(44,727)	(44,727)	

Children's Services – (£0.948m under budget).

1.17 Over the four commissioning strategies, Children's Services underspent by £0.948m (0.89%).

Readiness for School commissioning strategy under spent by £0.154m (or 3.2%).

1.18 This underspend relates to general underspends taking place in the running of children centres across the county and their commissioned activities (£0.075m). Further underspends have arisen from supporting out of school childcare placements as part of a holistic family support plan and other early years support activities (£0.079m).

Learn and Achieve commissioning strategy under spent £0.457m (or 1.4%).

1.19 The main area of underspend relates to Home to School / College Transport delivery. The majority of this underspend relates to the lower number of planned transport days in 2017/18 (187), and the impact of three snow days within the County which led to partial and full school closures. The cost base will increase in 2018/19 with the number of transport days rising to 191 days.

Readiness for Adult Life commissioning strategy under spent by £0.390m (or 6.5%).

1.20 The main area of variance relates to the Lincolnshire Secure Unit (£0.307m) where additional income has been received in 2017-2018 some of which related to March 2017.

Children are Safe and Healthy commissioning strategy over spent by £0.053m (0.1%).

1.21 The main area of variance relates to the overspend on Out County Placements (£1.829m) which is due to the complex needs of the young people whose needs cannot be met in-house. For those young people requiring out of county residential placements, the market place is becoming more limited and providers are charging higher rates due to the complex behaviour of the young people. The Directorate Management Team agreed to use one off underspendings to help offset this pressure such as the 2016/17 1% carry forward £0.642m, the release of one-off funding from the Legal Shared Service (£0.345m) and the budget for the Beacon development (£0.719m) that is transitioning from 7 to 11 beds following a capital development. The budget pressures identified through the 2018/19 budget setting process have realigned the budget requirements in children's social care to ensure they represent current demand levels. Other areas of variance relate to the reallocation of various central staffing resources to other funding streams, such as Partners in Practice.

Adult Care and Community Wellbeing – (£1.483m under budget).

1.22 The Adult Care & Community Wellbeing (AC&CW) final outturn for 2017/18 is £206.960m, an under-spend of £1.483m (0.71%) against a budget of £208.443m.

1.23 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.

1.24 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 commissioning strategy over spent by £0.436m (11.9%).

1.25 The final outturn for Safeguarding Adults was £4.092m, an overspend of £0.436m on a budget of £3.656m.

1.26 The service continues to see significant pressures due to the 2013 Cheshire West ruling regarding Deprivation of Liberty Safeguards (DOLs).

1.27 Whilst considerable work has been done to reduce the backlog this financial year, assessment activity in this area continues to increase, with an additional 800 assessments being received in the year than was originally budgeted for. However despite this, the backlog of assessments and reviews carried forward from last year have been reduced by over 50% in the year. Whilst the overspend was due to this additional workload in the year, the reduction in the backlog has ensured that the Council's statutory obligations around DOLs have been met.

Adult Frailty, Long Term Conditions and Physical Disability commissioning strategy under spent by £1.599m (1.4%).

1.28 The final outturn for Adult Frailty and Long Term Conditions underspend was £1.599m for 2017/18.

1.29 The Older Persons and Physical Disabilities element of the Adult Frailty and Long Term Conditions strategy was £102.686m, an under-spend of £0.285m on a budget of £102.971m which included £15m of Better Care funding that this year was included within the budget.

1.30 The homecare service provision has increased in 2017/18 particularly in Physical Disabilities. The growth in Direct Payment service user numbers has continued in 2017/18, this has increased from 1406 services users at beginning of 2017/18 for OP/PD to 1815 at the end of 2017/18.

1.31 The number of new service users placed in long term residential and nursing care was 1101 in 2017/18 a similar number to 2016/17 of 1109.

1.32 The service has seen £1.5m increase in income with £37.292m in 2017/18 compared to last year £35.739m. £0.700m additional income was from Direct Payment Audit, the other £0.800m was for debtor income for service users where property is included in the assessment.

1.33 Budgets related to Infrastructure costs for senior management and back office staff were also underspent as a result of vacancies in Performance, Operations and Quality Assurance teams.

1.34 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. This was not spent and so included within the total underspent. This amount has been included within some of the savings for 18/19 budget so will not be a carried forward budget.

Carers commissioning strategy under spent by £0.324m (13.9%).

1.35 The service ended 2017/18 with an under-spend of £0.324m against a budget of £2.327m.

1.36 Carer's activity continues to be below historic levels due to changes in the eligibility criteria set out in the Care Act 2014, however following the implementation of the new carers contract the strategy saw an increased uptake of personal budgets over the financial year.

Adult Specialities commissioning strategy under spent by £0.020m (0%).

1.37 Services for Learning Disabilities are administered via a Section 75 agreement between the Council and NHS Clinical Commissioning Groups (CCGs) in Lincolnshire in addition to a small in-house element that sits outside the Section 75 agreement.

1.38 The Mental Health services are run on behalf of the Council by the Lincolnshire Partnership Foundation Trust, also by way of a Section 75 agreement.

1.39 Specialist Adult Services finished 2017/18 with a small underspend of £0.020m against a budget of £62.463m.

1.40 Within the Learning Disability service there has been an increase in the number of complex cases entering the service for both Supported Living and Residential placements. Supported Living costs have also been affected by increases in the cost of waking night services following guidance from Her Majesty's Revenue and Customs (HMRC) that employees should be paid the national living wage (NLW) for sleep in shifts, however this has been covered by additional funding from the Better Care Fund (BCF). The number of new Direct Payment Agreements has also increased this year primarily as a result of an increase in the number of school leavers that have come through in the year following changes to level of educational support that service user are entitled to.

1.41 Whilst growth within these areas was built into this year's budget, these additional costly packages have meant that there has been some additional pressure within 2017/18.

1.42 Income continues to increase especially with respect to direct payment refunds and increases in residential service contributions. There were also a

number of one off receipts from other local authorities that related to old disputed debts that were settled this financial year. The element of Health Care costs have also increased this year which has meant that the LCC have invoiced the CCGs for a further £0.500m on top of the £11.4m already invoiced through the S75 agreement.

1.43 Whilst the Mental Health services are reporting a balanced budget this year the Service have had to increase the budget in year by £0.405m. This was to ensure that the provider of the service, LPFT, were able to meet all obligations around demographic growth and inflationary increases. A considerable amount of partnership work has been done this year between LCC and LPFT to ensure that any higher than average cost placements were challenged and endorsed before they were agreed.

Wellbeing was over spent by £0.024m (or 0.1%).

1.44 The Community Wellbeing strategy consists of a number of services including Health Improvement and Wellbeing, Prevention and self-management, Housing Related Support Services for vulnerable adults, prevention and treatment for substance misuse and Sexual Health.

1.45 A number of these services are delivered as part of the Council's statutory obligation to improve the public health of local populations as per the conditions of the Public Health Grant.

1.46 The service ended 2017/18 with a small overspend of £0.024m against a budget of £26.838m.

1.47 The outturn was produced via a combination of overspends within the wellbeing services including Integrated Community Equipment Service (£0.392m) and issues related to the implementation of the new Telecare service (£0.210m). These were then mostly offset by a number underspends within Smoking Cessation contracts (£0.608m) and Sexual Health Prescribing contracts (£0.243m) both underspends were due to reductions in activity within both areas.

1.48 There were also a number of staff vacancies across the service; however posts have started to be filled and will continue to do so in the new financial year.

Better Care Fund

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

1.50 The total pooled amount in 2017/18 was £221.857m which included £54.817m that was allocated to the Lincolnshire BCF from the Department of Health and Social Care. The pool total has increased to £230.391m in 2018/19

1.51 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.

1.52 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, increasing to £14.249m in 2018/19
- The announcement of iBCF Supplementary funding in the Chancellor's March 2017 budget. This provides an additional £15.265m in 2017/18, this fund will reduce to £9.609m in 2018/19

1.53 Overall BCF funding from central government is expected to increase by £6.772m in 2018/19.

1.54 There is a requirement to ensure that the funding has a positive impact on performance in the areas of Delayed Transfers of Care, Non-Elective Admissions, Residential Admissions and positive outcomes following Reablement, and these have been reflected in our plans.

Community Resilience and Assets was under spent by £0.267m (or 2.6%).

1.55 The Customer Service Centre underspend (£0.158m) reflects call volume levels. Whilst this budget has underspent the current expectations of volume levels coupled with contractual inflationary increases, are likely to result in a cost pressure during 2018/19.

1.56 There was an underspend within the Library service primarily relating to an additional £0.055m of income from the previous financial year for historic monies owed for the prison library service.

Environment and Economy (£1.071m under budget).

Sustaining and Developing Prosperity Through Infrastructure – commissioning strategy over spent by £0.002m (or 0.0%).

1.57 Whilst this commissioning strategy spent on target there were some key variances which include:

- Winter Maintenance – Due to the severe weather conditions during the year the Service completed 125 gritting runs which is more than is provided for in this budget, causing an overspend of £1.511m . To offset this £0.500m of

the Adverse Weather reserve has been utilised leaving an overspend of £1.011m on this budget.

- The remaining Highways revenue budgets were fully utilised. A surplus was generated on the new Permitting Scheme (£0.477m). Fees for permitting will be reviewed to ensure they meet the cost neutral stance required, to enable this, the Service are requesting this surplus be added to an earmarked reserve, so fees can be balanced over a three year period.
- Transportation has an underspend of £0.810m. This is relating to additional income from traffic regulation orders (£0.348m), savings on concessionary fares (£0.191m), staffing vacancies and other small variances within the Transportation team (£0.270m).
- The Heritage service has an overspend of £0.301m as net expenditure has fallen from £2.3m in 2016/17 to £1.586m in the current year and income rose by over £0.4m. 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 policy and provide longer term efficiencies as the Heritage Service continues to implement disciplined and detailed financial and accounting processes.

Protecting and Sustaining the Environment – commissioning strategy under spent by £0.908m (or 3.9%).

1.58 Within this strategy, the key variance relates to waste management. Although 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.

1.59 There is an underspend on Flood Risk Management (£0.137m) which is committed to flood schemes and will be added to reserves for this purpose.

Sustaining and Growing Business and the Economy – commissioning strategy under spent by £0.165m (or 19.1%).

1.60 The underspend within this strategy relates to additional income from business units and the receipt of additional income received for the GLLEP accountable body function from work in prior financial years.

Finance and Public Protection (£2.826m under budget)

Protecting the Public – commissioning strategy over spent by £0.369m (or 1.6%).

1.61 The Fire & Rescue Service have an overspend of £0.319m. This is mainly in relation to increasing costs of employers pension contributions following changing pension legislation and auto enrolment of Retained Duty System Firefighters. This issue was identified earlier in the year, and has been included as a funded cost

pressure within the approved budget for 2018/19. There has also been additional costs due to an increase in call outs the Service has responded to .

How We Do Our Business – commissioning strategy under spent by £0.828m (or 9.2%).

1.62 The Financial Strategy budgets underspent by £0.266m (or 6.5%). The majority of this related to an underspending on the SERCO contract budgets of £0.238k. This is due to lower volumes of transactions for on the social care finance elements of the contract, where the original budget was based on implementation of the Care Act. Base budgets for 2018/19 have been adjusted to reflect these reduced volumes.

1.63 There were a number of smaller underspends, including over achievement of income, when compared to budgets, for the schools finance service (£0.052m).

1.64 This budget also includes a receipt of a surplus from the ESPO joint procurement arrangements (£0.283m)

1.65 There are a number of small underspends in Corporate Standards (£0.098m) and Democratic Services (£0.079m) . The cost of the May 2017 local elections also has an underspend (£0.071m).

Enablers and Support to Council Outcomes – commissioning strategy under spent by £2.367m (or 6.5%).

1.66 Property Strategy has an overspend £0.229m which is mainly in relation to the property maintenance scheme in place for schools, this has been offset by additional County Farms rental income (£0.096m).

1.67 Strategic Communications has a small underspend (£0.034m) due to staffing vacancies throughout the year.

1.68 Legal Services have achieved an additional traded surplus of £0.682m. The Legal Management Board will take a decision in June as to the treatment of the surplus but in recent years it has been redistributed in full to partner authorities in proportion to their use of the service.

1.69 IMT Strategy has an underspend of £0.515m. Key variations include, an underspend relating to the Serco contract (£0.530m), an underspend due to the Microsoft Enterprise Agreement rollout (£0.600m) partly offset by additional costs incurred on essential project work and feasibility studies (£0.417m).

1.70 People Strategy & Support underspent by £0.654m (16.88%). This includes £0.127m of income received as a result of the purchase of employee leave. It is requested that these funds be transferred to a reserve to enable the future funding of an online benefits portal and to replenish the stock of Long Service Awards folders. Other areas of variance include a reduction in activity led budgets (£0.308m), savings on the graduate programme (£0.043m) and the reallocation of staff spending to alternative funding streams e.g. Partners in Practice.

1.71 Commissioning has underspent by £0.714m, this is made up of £0.395m Serco abatement contract performance penalties, plus an underspend on staffing costs due to vacancies of £0.215m.

1.72 The further £0.104m relates to Procurement which is required to be added to reserves as this fund is a shared resource alongside our partner bodies.

Schools – (£17.058m under budget)

1.73 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 overspendings will automatically be carried forward to the next financial year and the Local Authority will consult the Schools Forum on their use.

Other Budgets – (£20.721m under budget)

Capital Financing Charges – under spent by £8.100m (or 17.2%)

1.74 The Council's capital financing charges were £8.100m under budget. Slippage of the capital programme during 2017/18 reduced the need to borrow to £14.600m, from £36.500m, all of which was financed using the Council's internal balances instead of borrowing externally. As a result, minimum revenue provision (the amount set aside to repay debt), interest payable on external borrowing and Revenue set aside to finance capital was all lower than budgeted for by £8.100m.

Contingency – under spent by £2.645m (or 100.0%).

1.75 The Council has a contingency budget set aside for emerging pressures which may arise during the financial year. At the year-end £2.645m remained, and was not required in 2017/18.

Other Budgets – under spent by £9.976m (or 53.2%)

1.76 Other Budgets were under budget by £9.976m. This comprises a number of under and over spends, the most significant being:

- The budget for the expected increase for National Living Wage at £8.740m is held centrally within Other Budgets. This under spend is primarily due to the national living wage growth in Adult Care being funded by the new BCF monies in 2017/18. Beyond 2017/18 it is anticipated that the 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;
- Corporate and Service Redundancy is underspend by £1.778m. 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;
- The Council's insurance budget shows a surplus of £0.230m. The insurance fund provides a level of protection for risks that are retained in house and for those risks which are not insured elsewhere or are yet unknown. The surplus has arisen as a result of a number of factors. With better risk management, claim numbers have reduced in some areas and where settlements have taken place these have been managed to achieve savings. Where claim numbers and costs reduce it has been possible to achieve low claim rebates on external premiums. The improved recovery process for internal excesses has also contributed to the surplus. A further factor is the introduction of a more streamlined methodology of calculation the charges internally. The balance in the reserve is currently £4.487m.
- A dividend of £0.483m was received from Eastern Shires Purchasing Organisation (ESPO) in total, of which £0.143m was allocated in Other Budgets. 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;
- The Council had planned to use £8.000m of flexible capital receipts in 2017/18 to fund transformation projects which will generate ongoing revenue savings to the authority. However, the Council generated £3.970m less receipts than expected. This is mainly due to the challenges faced when marketing the properties. Included in the capital receipt total is £0.584m relating to specific Schools capital projects in accordance with the Section 77 of the Schools Standards and Framework Act 1998. It is therefore requested that £0.584m go to an earmarked reserve for this purpose. This will fulfil the requirement to re-invest capital receipts relating to sale of playing fields as part of the consent given by the Department of Education. A shortfall in the capital receipts target needs to be funded from the revenue budget under current legislation regarding the flexible use of capital receipts.

Council's General Funding – £0.349m more than the income budget (or 0.1%)

1.77 The Council's general funding is currently forecast to be £0.349m more than the revenue budget approved at full Council in February 2017. The most significant reasons for this forecast reduction in funding are as follows:-

- Business Rates-Pooling with Districts - £1.323m (more than was budgeted for). This relates to income from the Council's participation in a Business Rates Pool with six of the Lincolnshire District Council's for 2017/18. The Council's original budget did not include this income due to previous years volatility from business rate appeals.
- Business Rates Top Up – £0.140m (more than was budgeted for). We have received additional funds from the 2016/17 Business Rates Tax Loss reconciliation as well as receiving notification of some additional income from an adjustment in Business Rates Tariff and Top-up calculation. This income has been accrued in 2017/18 as it will be received during 2018/19.
- Partners in Practice - £1.319m (less than budgeted for). This S31 grant is intended to support projects relating to innovation and reform in Children's Social Care. The full allocation for 2017/18 was planned to be £2.678m. Due to various extenuating circumstances outside of the Council's control contributing to lower spending levels, and the nature of the innovative project where spending will accelerate in the later years, the awarding body decided to hold back the payment for March 2018. The Council has objected to this decision and is currently liaising with the DfE to come to an acceptable conclusion.
- Special Educational Needs and Disabilities (SEND) - £0.084m (more than budgeted for). During 2017/18 the Council has been awarded additional Grant funding for SEND Reforms and Preparation for Employment that was not budgeted for.
- Education Services Grant - £0.075m (more than budgeted for). This Grant is to support local authorities to fund their schools' services. The amount allocated is adjusted throughout the financial year as schools convert to Academies. The Council has received more income during the year than what was included in the original budget.

Capital Programme Outturn

1.78 The capital outturn for 2017/18 is summarised below:

- Net capital expenditure was £53.087m; and
- This was £26.751m or 33.5% less than planned.

1.79 The capital budget outturn is shown in **TABLE C**. This shows the year end position of each project, scheme or programme against the budget funded by the Council.

1.80 The reasons for significant capital budget over or underspendings are explained in the following paragraphs.

TABLE C – Net Capital Programme Outturn 2017/18

Capital Programme	Net Expenditure			
	Revised budget	Actuals	Variance	Variance
	£'000	£'000	£'000	%
Early Years Sufficiency / Extended Provision	1,730	1,594	(136)	-7.9%
Other Readiness for School	15	15	0	0.0%
Readiness for School	1,745	1,609	(136)	-7.8%
Devolved Capital	1,205	1,205	0	0.0%
Provision of School Places (Basic Need)	13,846	13,846	0	0.0%
School Modernisation / Condition Capital	8,246	8,246	0	0.0%
Other Learn & Achieve	1,383	415	(968)	-70.0%
Learn & Achieve	24,680	23,712	(968)	-3.9%
Other Readiness for Adult Life	3	1	(2)	-100.0%
Readiness for Adult Life	3	1	(2)	-100.0%
Other Children are Safe & Healthy	735	605	(130)	-17.7%
Children are Safe & Healthy	735	605	(130)	-17.7%
Childrens Services - Commissioning	27,163	25,927	(1,236)	-4.6%
Adult Care	615	615	0	0.0%
Better Care Fund - Disabled Facility Grants	169	169	0	0.0%
Adult Frailty & Long Term Conditions	784	784	0	0.0%
Public Health	183	183	0	0.0%
Wellbeing	183	183	0	0.0%
Adult Care & Community Wellbeing	967	967	0	0
Libraries	403	104	(299)	-74.2%
Community Resilience and Assets	403	104	(299)	-74.2%
Highways Asset Protection	5,519	52	(5,467)	-99.1%
Integrated Transport	3,325	664	(2,661)	-80.0%
Lincoln Eastern Bypass	(416)	0	416	-100.0%
Lincoln East-West Link	(1,766)	(1,083)	683	-38.7%
Grantham Southern Relief Road	1,262	2,058	796	63.1%
Transforming Street Lighting	543	171	(372)	-68.5%
Historic Lincoln	(1,442)	(104)	1,338	-92.8%
Other Sustaining & Developing Prosperity	1,442	1,298	(144)	-10.0%
NPIF - National Productivity Investment Fund	0	(1,166)	(1,166)	100.0%
Sustaining & Developing Prosperity Through Infrastructure	8,467	1,890	(6,577)	-77.7%
Flood Defence	1,100	1,100	0	0.0%
Flood & Water Risk Management	1,150	212	(938)	-81.6%
Energy from Waste	667	555	(112)	-16.8%
Boston Household Recycling Centre	1,790	1,144	(646)	-36.1%
Other Protecting & Sustaining the Environment	(23)	(168)	(145)	630.4%
Protecting & Sustaining the Environment	4,684	2,843	(1,841)	-39.3%
Teal Park, Lincoln	265	334	69	26.0%
Other Sustaining and Growing Business & the Economy	6,687	4,551	(2,136)	-31.9%
Sustaining & Growing Business & the Economy	6,952	4,885	(2,067)	-29.7%
Environment & Economy - Commissioning	20,506	9,722	(10,784)	-52.6%
Fire & Rescue	561	541	(20)	-3.6%
Fire Fleet Vehicles and Associated Equipment	390	69	(321)	-82.3%
Protecting The Public	951	610	(341)	-35.9%
Broadband	5,500	4,324	(1,176)	-21.4%
Infrastructure and Refresh Programme	1,297	1,325	28	2.2%
Replacement ERP Finance System	2,936	1,335	(1,601)	-54.5%
Care Management System (CMPP)	72	245	173	240.3%
ICT Development Fund	690	0	(690)	-100.0%
Property	3,645	3,082	(563)	-15.4%
Property Rationalisation Programme	6,812	5,550	(1,262)	-18.5%
Enablers & Support To Council's Outcomes	20,952	15,861	(5,091)	-24.3%
Finance & Public Protection - Commissioning	21,903	16,471	(5,432)	-24.8%
New Developments Capital Contingency Fund	9,299	0	(9,299)	-100.0%
Other Capital Programmes	9,299	0	(9,299)	-100.0%
Other Programmes	9,299	0	(9,299)	-100.0%
Total Capital Programme 2017/18	79,838	53,087	(26,751)	-33.5%

1.81 The capital programme comprises a series of schemes/projects which often span a number of years. Hence over/underspends cannot be related to time periods such as this financial year. Where a scheme/project is known to be exhibiting a material variance to its spending profile this will be described in the narrative associated with that commissioning area.

1.82 Schemes can receive funding from both the County Council and from external bodies (through grants and contributions). The timing of this external funding may also have an impact on the spending profile of schemes annually within the capital programme.

Children's Services (£1.236m under budget).

1.83 The net underspend of Children's capital is due to the slippage of costs on a number of projects for foster carers, and future years funding commitments exist for supported accommodation, 0-19 health services and the special school project. These projects are part of the on-going transformational work streams to facilitate change to enable improved service delivery outcomes and achieve greater value for money.

Adult Care and Community Wellbeing (AC&CW) (balanced budget).

1.84 Capital investment within AC&CW is mostly delivered via capital reserve. AC&CW spent £0.732m on capital expenditure in 2017/18. The majority of spend (£0.426m) was against the ongoing modernisation programme taking place across the remaining in house day care centres that the Council operate, with £0.180 used to purchase Telecare equipment.

1.85 A further £0.178m was utilised as part of a Government initiative to install efficient heating systems in the homes of vulnerable people. Funding for this initiative was provided via a grant.

Environment and Economy (£10.485m under budget).

1.86 The capital programme for the Sustaining & Developing Prosperity through Infrastructure strategy shows a net underspend of £6.577m. Whilst there were some delays in programmed Highways works due to the bad weather, the Highways Asset Protection grants (£32.705m) were fully committed, and delayed works have been delivered over the spring period. Other variations relate to the timing of external grants, and ensuring external grants are fully utilised before calling upon council budgets.

1.87 The Historic Lincoln project is currently showing an overspend of £1.338m, the final claim for Heritage Lottery Fund for Lincoln Castle Revealed will be submitted in February 2019, and all final accounts will need to be settled by then. Officers are working to ensure that all grant income is received by that date, and a final budget position will then be known.

1.88 The Sustaining & Growing Business & the Economy strategy has an underspend of £2.067m. Skegness Countryside Business Park has been delayed due to significant problems with state aid but these appear to have been overcome and the project plan is now being implemented. Slight delays on the Coastal Observatory were due to inclement winter weather, and remaining underspends are now being re-profiled to meet new priorities. Holbeach Peppermint Junction has been delivered under budget.

1.89 The Protecting & Sustaining the Environment strategy has an underspend of £1.841m. The Boston Household Waste Recycling Centre became operational in April, and final costs are being processed. There are also some delays under Flood and Water Risk Management schemes undertaken in conjunction with the Environment Agency.

Finance and Public Protection (£5.433m under budget).

1.90 There is a small underspend on the Protecting the Public capital programme (£0.308m) due to the timing of the staged payments on the fire fleet programme.

1.91 Enablers and Support to Council's Outcomes was underspent by £5.091m. The underspend within the Property Rationalisation programme is mainly relating to the timing of grant receipt for the Blue Light programme at South Park. There are also some timing delays with the Broadband and Replacement ERP programmes.

New Developments Capital Contingency Fund (£9.299m under budget).

1.92 For 2017/18 the Council set aside £7.500m in a New Development Capital Contingency Fund, plus the carried forward underspend from 2016/17 of £7.718m. During the financial year £5.918m was allocated from this budget. This has been utilised to fund the following schemes:

- Net Council contribution to Holbeach Peppermint Junction (£3.020m);
- Property – Lancaster House Improvement works (£1.600m);
- Grantham Fire Houses – Provision of Fire Pods (£0.710m) and Refurbishment for Care Leavers Provision (£0.130m)
- Going to Schools Project - (£0.226m);
- Coroners Service - Replacement IT system for case management (£0.100m); and
- County Farms – Minimum Energy Efficiency Standards (MEES) (£0.056m) and Road Improvement Schemes (£0.076m).

1.93 The £9.299m remaining at the end of 2017/18 will be transferred forward into 2018/19 to fund schemes in the new financial year. There are a number of commitments which already exist for use of this funding in 2018/19 and future years. These schemes include:

- A contribution to the Blue Light Collaboration with Lincolnshire Police and East Midlands Ambulance Service; and

- Contribution towards Peppermint Park for the creation of a Food Enterprise Zone that will meet the demand from food technology businesses to take up space close to existing food producers in South Holland.

Prudential indicators

1.94 The Local Government Act 2003 gave authorities freedoms to borrow what they need to fund their capital programmes. The Act requires Local Authorities to comply with CIPFA's Prudential Code for Capital Finance in Local Authorities. The Code provides a framework to ensure that Local Authorities' capital programmes are affordable, prudent and sustainable and that treasury management decisions are taken to support this.

1.95 In complying with the Code the indicators for 2017/18 were approved by County Council on 24 February 2017 along with the budget and council tax for that year. In accordance with the Code, the Executive Director has been monitoring the actual performance against the targets set and would have reported any issues of concern to members had there been a need to. The County Council should also be informed of the actual position compared with that estimated for any given year after the year end. **APPENDIX A** provides details of this comparison for 2017/18. It shows that Prudential Indicators have not been exceeded during the year and there have been no breach of limits set by the Authority.

Flexible Use of Capital Receipts

1.96 The Council had planned to use £8.000m of flexible capital receipts in 2017/18 to fund transformation projects which will generate ongoing revenue savings to the authority. However, the Council generated £3.970m less receipts than expected. This is mainly due to the challenges faced when marketing the properties. Included in the capital receipt total is £0.584m relating to specific Schools capital projects in accordance with the Section 77 of the Schools Standards and Framework Act 1998. It is therefore requested that £0.584m go to an earmarked reserve for this purpose. This will fulfil the requirement to re-invest capital receipts relating to sale of playing fields as part of the consent given by the Department of Education. A shortfall in the capital receipts target needs to be funded from the revenue budget under current legislation regarding the flexible use of capital receipts.

1.97 The Strategy identified the following schemes which would be funded this way in 2017/18:

- Service changes and reductions (including redundancies);
- Property rationalisation;
- Efficiencies through contracting and procurement;
- Transforming technology; and
- Preventing and detecting fraud.

1.98 During the year the Council spent £5.440m on these transformation projects. Details of the Council's original plans and actual activity is set out at **APPENDIX B**.

Carry forward of over and under spendings

1.99 The Council's policy as set out in its Financial Strategy is:

1.100 All under and overspendings on service revenue budgets of up to 1% will be carried forward without exception (£3.576m). In line with previous years Executive Directors have provided details of how they plan to use the up to 1% carry forward. Executive Directors have delegated authority to approve the use of any 1% underspend in conjunction with relevant Portfolio Holders. A summary of the 1% amounts is shown in the table below with a more detailed breakdown set out at **APPENDIX C**.

Directorate	Final Proposal £'000
Executive Director - Children's Services	994
Executive Director - Adult Care	1,205
Executive Director - Environment and Economy	896
Executive Director - Finance and Public Protection	481
TOTAL	3,576

1.101 All under and overspendings on the dedicated schools budget (£17.058m) and shared services (£0.787m) will be carried forward.

1.102 Transfers to and from earmarked reserves linked to revenue budgets where the spend is of an uneven nature is a net drawdown from reserves of £0.354m made up of:

- Insurance Fund (£0.230m underspend). The insurance budgets had a surplus of £0.230m at the end of the financial year. It is proposed to transfer this surplus to the insurance reserve to use in future years. This will give a balance of £4.717m in the reserve to carry forward into 2018/19.
- Schools Sickness Insurance Reserve (£0.584m over spend). The schools sickness insurance budget over spent by £0.584m. This overspend has occurred due to the processing of backlog claims from 2016/17 and the additional sickness claims made by schools in 2017/18 (£0.332m). Maternity reimbursements for those having returned to work are now up to date, including accruing for planned payments, therefore a higher charge has taken place in 2017/18 due to this treatment, but costs are planned to be more comparable to prior years in 2018/19. It is proposed that this overspend is met from the earmarked sickness insurance reserve. The current balance of the reserve is £1.103m therefore utilising this funding would give a balance of £0.519m to carry forward into 2018/19.

1.103 As discussed earlier in this report it is proposed to create three new reserves for the following:

- Highways Permitting scheme - Income is of an uneven nature, however, the fee charges are required to be reviewed over a three year period to adopt a cost neutral stance (£0.477m).
- The Purchase of Employee Leave which is proposed to be used to support the online employee benefit portal and long service awards (£0.127m).
- Future funding of specific schools capital projects in accordance with Section 77 of the Schools Standards and Framework Act 1998 (£0.584m).

1.104 There are a number of other bids totalling £3.880m that funding falls outside of the 1% carry forward, these are:

- Following a report from the Insurance Actuary there is a predicted shortfall on the Council's balance sheet of £0.750m to meet expected liabilities. £0.230m is proposed to transfer into the reserve from the 2017/18 Insurance surplus (see above), therefore, it is proposed to use a further £0.520m of carry forward to bring the Insurance fund reserve up to the level advised by the Actuary.
- To support the property investigations and programme management of the options assessment and implementation of the future operating model of the Council's Heritage Services (£0.130m).
- Provide additional funding to the contract development reserve to support work on the Corporate Support Services Contract as this progresses to a conclusion over the next two years (£2.500m).
- Adverse Weather (£1.511m overspend). Winter Maintenance – Due to the severe weather conditions during the year the Service completed 125 gritting runs which is more than is provided for in this budget, causing an overspend of £1.511m . To offset this the full £0.500m in the adverse weather reserve has been utilised leaving an overspend of £1.011m on this budget. This over spend has been offset by a number of under spends in the Sustaining and Developing Prosperity through Infrastructure commissioning strategy. It is proposed that £0.500m is transferred from the overall carry forward to reinstate the Adverse Weather reserve.

1.105 There are a number of Business as Usual transfers to reserves which are proposed totalling £0.157m, these are;

- Fixed Penalty Notices income should be ring fenced for use on specific works defined by legislation (£0.020m).
- Floods and water risk management (£0.137m).

1.106 A summary of the proposals outlined above can be found at **APPENDIX D**

1.107 After the above allocations, which are in line with the Council's Financial Strategy, there is £18.665m still to be allocated.

- It is proposed to add the remaining underspend of £18.665m to the Financial Volatility Reserve. The Council's budget strategy envisaged adding an approximate £20m as part of the 2017/18 outturn finalisation.

1.108 The current balance in the Financial Volatility Reserve is £32.340m, allocated as follows:

- £5.076m to fund the 2018/19 Budget Shortfall; and
- £27.264m currently available for 2019/20 and beyond, before any further year end contributions.

1.109 Acceptance of the recommendations increases the value of the Volatility Reserves to £51.005m.

1.110 A variety of other transfers to or from other earmarked reserves reflecting actual expenditure and income in 2017/18 are shown in **TABLE E** over the page.

General Reserve

1.111 The Council's policy on general reserves is that they will be maintained within a range of 2.5% to 3.5% of its annual budget requirement. When setting its budget for 2017/18 the Council had planned to reduce the balance in the General Fund by £0.100m. After considering the impact of actual expenditure and income in 2017/18 and the proposals on the carry forward of over and underspendings it is not proposed to make a further reduction nor contribution to the general fund at the year end to fund other Council services. The general reserves at 31 March 2018 are £15.200m or 3.5% of annual budget requirement (**TABLE D**).

TABLE D – General Reserves

GENERAL RESERVES	Balance at 31 March 2017 £'000
Balance at 1 April 2017	-15,300
Planned contribution to / use in year	100
Balance as at 31 March 2018	-15,200
Balance as a percentage of total budget	3.50%

TABLE E – Transfers to and from reserves

EARMARKED RESERVES	Balance at	Used in Year	Additional in	Balance at
	31 March			31 March
	2017	£'000	Year	2018
	£'000	£'000	£'000	£'000
Schools Carryforward	-24,888	15,703	-3,642	-12,827
Prime Account Loan Reserve Adjustment	493	0	-206	287
Balances held by Schools under a scheme of delegation	-24,395	15,703	-3,848	-12,540
Other Services	-3,144	3,144	0	0
Adverse Weather	-500	500	0	0
Insurances	-4,487	0	0	-4,487
Schools Sickness Insurance Scheme	-1,103	0	0	-1,103
Museum Exhibits	-133	0	0	-133
Development - Economic Development Reserve	-268	12	0	-256
Health and Wellbeing	-914	232	0	-682
Health and Wellbeing Operating Cost Reserve	0	0	-96	-96
Development - Lincs Coastal Country Park	-357	7	0	-350
Legal	-1,651	730	0	-921
Procurement	-959	0	0	-959
Salix Carbon Management	-233	261	-211	-183
Safer Communities Development Fund	-833	0	0	-833
Co-Responders Services	-150	0	0	-150
Financial Volatility Reserve - Budget Shortfall	-17,870	17,870	-5,076	-5,076
Financial Volatility Reserve	-32,339	5,076	-1	-27,264
Teal Park	-50	0	0	-50
Youth Service Positive Activities Development Fund	-20	0	0	-20
Corby Glen/South Lincolnshire Sports Fund	-171	171	0	0
Youth Offending Service	-512	0	0	-512
Domestic Homicide Reviews	-100	0	0	-100
Civil Parking Enforcement	-910	74	0	-836
Support Service Contract Reserve (FDSS)	-800	435	0	-365
Roads Maintenance Reserve	-2	0	0	-2
Adoption Reform Reserve	-35	0	0	-35
Community Advisors Reserve	-156	0	0	-156
Local Welfare Provision Reserve	-15	0	0	-15
Property Management	-130	0	0	-130
Energy from Waste Lifecycles	-3,669	555	-1,285	-4,399
Broadband Project	-135	0	0	-135
Broadband Clawback	-157	0	0	-157
Flood and Water Risk Management	-527	105	0	-422
Young People in Lincolnshire	-226	0	-26	-252
Lincoln Eastern Bypass (LEB)	-500	0	0	-500
Families Working Together	-599	0	0	-599
Enterprise Schemes	-108	0	0	-108
Asbestos Pressure	-50	0	0	-50
DAAT Pooled Budget	-248	0	0	-248
Street Lighting Earmarked Reserve	-100	0	0	-100
Heritage Services Earmarked Reserve	-880	0	0	-880
Horncastle Salt Barn	-495	495	0	0
Corporate Property Business Case	-100	0	0	-100
Agresso Milestone 6 Finance Staffing	-100	0	0	-100
Contract Development	-1,000	0	0	-1,000
Highways Advanced Design	-2,000	237	0	-1,763
Environmental Improvement and Sustainability	-5,000	5,000	0	0
Music Service Reserve (carry forward)	0	26	-234	-208
Environmental Improvements Sustainability (Environment)	0	0	-1,000	-1,000
Environmental Improvements Sustainability (Infrastructure)	0	0	-4,000	-4,000
Earmarked Reserves	-83,736	34,930	-11,929	-60,735
Revenue Grants and Contributions	-50,698	15,336	-23,642	-59,004
TOTAL RESERVES	-158,829	65,969	-39,419	-132,279

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 matters have been considered and there is not considered to be any direct impact of the decisions called for by this Report on the Equality Act duty or any of these strategies and obligations. The Council set its budget for 2017/18 in February 2017 having had regard to these matters. The treatment of underspends and overspends in this Report do not impact on that budget or any individual decisions in relation to services. Those decisions will continue to have regard to equality act obligations and the various strategies and obligations referred to as

they are taken. This includes decisions on the use of carried forward underspends.

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 Joint Strategic Needs Analysis and the Joint Health & Well Being Strategy have been considered and there is not considered to be any direct impact of the decisions called for by this Report on either of them. The Council set its budget for 2017/18 in February 2017 having had regard to these matters. The treatment of underspends and overspends in this Report do not impact on that budget or any individual decisions in relation to services. Those decisions will continue to have regard to the Joint Strategic Needs Analysis and the Joint Health & Well Being Strategy as they are taken. This includes decisions on the use of carried forward underspends.

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

Section 17 of the Crime and Disorder Act 1998 have been considered and there is not considered to be any direct impact of the decisions called for by this Report on the Crime and Disorder Act 1998. The Council set its budget for 2017/18 in February 2017 having had regard to these matters. The treatment of underspends and overspends in this Report do not impact on that budget or any individual decisions in relation to services. Those decisions will continue to have regard to the Crime and Disorder Act 1998 as they are taken. This includes decisions on the use of carried forward underspends.

3. Conclusion

3.1 The report provides details of the council's financial performance for 2017/18. Net revenue spending amounted to £429.809m, excluding Schools Budgets. Net capital spending totalled £53.087m.

3.2 Existing policies allow all over and underspendings on capital, schools budgets and shared services to be automatically carried forward. The carry forwards and transfers to and from earmarked reserves have been proposed in accordance with existing policy. General reserves stand at £15.200m with a further £60.735m in earmarked reserves.

4. Legal Comments:

Recommendation 1 is compliant with the Council's Financial Regulations
With regard to recommendation 2, Council's Financial Regulations provide that the use of all underspending on service budgets in excess of 1% will be considered by the Executive and decided by the full Council. The means of funding all overspendings on service budgets in excess of 1% will be considered by the Executive and decided by the full Council.

Under Section 3 of the Local Government Act 2003 the Authority must determine and keep under review how much money it can afford to borrow. Reporting on the Prudential Indicators assists the Council in discharging this function.

The recommendations are lawful in accordance with the Constitution and the Policy Framework and within the remit of the Executive.

5. Resource Comments:

Accepting the recommendations in this report provides the Council with a sound financial base from which to manage the challenges of a difficult medium to longer term outlook for public sector finances.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Overview and Scrutiny Management Board is due to consider this report at its meeting on 28 June 2018. Comments raised by the Board will be tabled at the meeting of the Executive.

d) Have Risks and Impact Analysis been carried out?

No

e) Risks and Impact Analysis

N/A

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Flexible Use of Capital Receipts Outcomes 2017/18
Appendix B	Use of Service 1% Carry Forwards
Appendix C	Prudential Indicators 2017/18
Appendix D	Use of 2017/18 Carry Forward

8. Background Papers

Document title	Where the document can be viewed
Financial Strategy	https://www.lincolnshire.gov.uk/local-democracy/finances-and-budget/budgets-and-financial-strategy/lincolnshire-county-council-budget-2018/19/132217.article

This report was written by Dave Simpson, who can be contacted on 01522 553008 or dave.simpson@lincolnshire.gov.uk .

Appendix A – Prudential Indicators 2017/18

PRUDENTIAL INDICATORS ACTUAL COMPARED TO ESTIMATED 2017/2018			
Original Estimate	2017/18 £000	Actuals	2017/18 £000
Capital Expenditure Net	49,444	Actual Capital Expenditure (Excl Sch RCCO & Leasing)	17,775
Capital Financing Requirement 31/3/2018	621,849	Actual Capital Financing Requirement 31/3/2018	554,638
Capital Financing Requirement Estimate at 31/3/2020	666,599	Capital Financing Requirement Estimate 31/3/2020	599,388
Gross External Borrowing	508,057	Actual Gross External Borrowing	462,657
Borrowing in Advance of Need Limit	11,188	Actual Borrowing in Advance of Need Taken	0
Incremental Impact of Borrowing Plans on Council Tax '-Band D	£14.51	Actual Incremental Impact of Borrowing Plans on 'Council Tax -Band D	£2.78
MRP & Interest Repayments not to exceed 10% of Net Revenue Stream Estimate	5.76%	MRP & Interest Repayments not to exceed 10% of Net Revenue Stream Actual	5.26%
Ratio of Financing Costs To Net Revenue Stream	5.75%	Actual Ratio of Financing Costs To Net Revenue Stream	5.19%
External Debt:			
<u>Authorised limit for external debt -</u>		Actual external debt at 31/3/18	
borrowing	583,007	Borrowing	462,657
other long term liabilities	13,701	Other long term liabilities(Credit Arrangements)	11,033
TOTAL	596,708	TOTAL	473,690
<u>Operational boundary -</u>			
borrowing	559,007		
other long term liabilities	11,701		
TOTAL	570,708		
Treasury Management:			
<u>Upper limit for fixed interest rate exposure</u>		Actual exposure fixed interest	
Net principal re fixed rate borrowing less investments	666,599	Net Principal	262,804
<u>Upper limit for variable rate exposure</u>		Actual exposure variable interest	
Net principal re variable rate borrowing less investments	199,980	Net Principal	-42,910
<u>Upper limit for total principal sums invested for over 364 days</u> (per maturity date)	40,000	Actual sums invested > 364 Day	15,014
<u>Maturity structure of fixed rate borrowing during 2017/18</u>	upper limit	Actual maturity structure as at 31 March 2018	
under 12 months	25%	under 12 months	7.70%
12 months and within 24 months	25%	12 months and within 24 months	3.10%
24 months and within 5 years	50%	24 months and within 5 years	9.50%
5 years and within 10 years	75%	5 years and within 10 years	13.60%
10 years and above	100%	10 years and above	66.00%

Appendix B – Flexible Use of Capital Receipts Outcomes for 2017/18

	2017/18 Actual £'m	
Service changes and reductions (including redundancies)	0.556	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. This year the Council incurred £0.556m of costs.
Property rationalisation and collaboration	1.713	The Council has an ongoing programme analysing the property portfolio to identify and maximise the use of Council assets. Savings relate to reductions in rent and associated property costs. This programme of work also contributes to the generation of capital receipts. This work released £4.030m capital receipts to fund transformation work in 2017-18. Work is ongoing on the new shared accommodation for Blue Light Services in Lincolnshire. This will transform the service delivery of the three emergency services and will provide more integrated service provision and create efficiency through accommodation sharing.
Efficiencies through contracting and procurement	1.771	Savings relate to reducing and maintaining current and future contract costs as low as possible (i.e. ensuring that growth in costs is kept to a minimum). Efficiencies through contracting include the new Best Start Lincolnshire Early Years service model which started in July 2017 with an expected ongoing saving of £0.783m per year. Also included is the new model for Children's 0-19 Health Services which is the result of the decommissioning of the Family Nurse Partnership.
Transforming information technology	1.173	Improvements and efficiencies in this category do 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. During 2017-18 work has been undertaken on several schemes including: the design and installation of an IT network and security at Lancaster House; development of the Enterprise Data Warehouse to relocate key LCC datasets in a central database; projects to migrate the IMP platform to Open Text Cloud and the legacy Achieve Forms software to the new Firmstep replacement as both the current versions are coming to the end of their life.
Preventing and detecting fraud	0.228	The Council is developing ways to benchmark against the six strategy themes tackling fraud and corruption in local government for 2016-2018. This will provide strong, harder hitting deterrents and fraud awareness, reduced levels of fraud in key service areas will help mitigate the impact of reducing budgets, and a maintained anti-fraud culture reduces fraud to an absolute minimum.
TOTAL	5.440	

Appendix C – Proposed Directorate Use of 1% Underspend

Directorate

Children's Services

Up to 1% Carry Forward

994,089

Rank (please rank in order of priority)	Service Area	Planned use of Carry Forward (please provide a short explanation)	Required for one off scheme/pressure, on-going pressure.	For on-going budget pressures how does the service plan on resolving these beyond this funding?	Amount (£)
1	Mosaic	The recent Ofsted inspection highlighted significant challenges with performance reporting in Children's Social Care, demonstrating that the data is not to the required standard. The current reporting mechanism on Mosaic needs a fundamental review that will require system changes and additional training for staff. The existing team is unable to manage the additional volume of work required to ensure that all safeguarding activity is recorded in line with Ofsted requirements. This is seen as a priority for Children's Services.	One off	N/A	199,089
2	People Management	<p>This funding will provide targeted resources to deliver innovative recruitment and retention strategies, and will also support effective succession planning. Over the past 18 months, Children's Services have introduced a range of strategies to support Social Work recruitment, which has seen a considerable reduction in agency costs. This is not only more cost effective but also provides a higher quality workforce. Such funding is intended to sustain these practices and to apply them to other hard to recruit posts across the Council.</p> <p>In addition, the Council needs to recruit into a number of senior posts. Whilst the skills required for this work are available, the additional funding will enable the use of psychometric testing, as well as providing temporary additional capacity to support recruitment.</p>	One off	N/A	150,000
3	Supported Accommodation	The development of supported housing is a strategic priority for Children's Services. Work is being undertaken with Corporate Property to release available houses in key locations to enable the Local Authority to offer an in-house approach for supported accommodation for care leavers and young people who are homeless (16 - 18 years old). This will provide higher quality provision with intervention support, and be a more cost effective provision than the current external placements. Funding is required to provide for dual running costs to allow the houses to be resourced with staffing and to facilitate the transition of the young people from external placements and into the new accommodation. Due to the nature of the challenges with this particular client group transition arrangements will need to be managed carefully.	One off	N/A	135,000
4	Supported Employment	Children's Services are committed to working with young people with learning disabilities to support them into employment as this is key to independence in adulthood. A supported employment project would seek to involve local businesses, schools and colleges to offer work based training and internships for young people with a disability. It is hoped that this will reduce the pressure on adult social care through better transition to adulthood.	One off	N/A	120,000

5	School Improvement	<p>The Council is proud of its schools and especially its small schools which represent the unique characteristics of our county. However, teaching in a small school can be highly challenging, particularly for teachers who are required to teach across a number of Key Stages. In small schools, classes comprise of children with varying levels of ability and needs, and across a number of Key Stages. This requires a very different approach compared to teaching a single Key Stage. Children's Services are currently working with North Yorkshire County Council to support professional development across teachers in 60 small schools to help overcome this challenge. This funding would provide this professional development to a further 120 schools and will enhance the Key Stage 2 performance which is a critical challenge for the county.</p>	One off	N/A	120,000
6	School Improvement	<p>Leading and teaching in a small school has many challenges including successfully recruiting to leadership posts. This funding will allow the development of a project to build capacity through talent spotting potential leaders and providing intensive training and mentoring to enable them to be head teacher ready. As potential head teachers often lack confidence to take on the leadership of schools particularly in a federation then this development will help to address this challenge.</p>	One off	N/A	100,000
7	School Improvement	<p>This funding will seek to work with the schools in two localities to develop, through a pilot, a sustainable solution to address barriers to learning for vulnerable pupils based on recommendations from a National Government Commission. Talking to Head Teachers, they want to work in collaboration with each other in a locality to share best practice, jointly undertake research and professional development and share expertise for the benefit of vulnerable pupils. Through partnership, they believe that they can support each other to develop a locality model of working which addresses the specific demographic pressures within their locality.</p> <p>However, schools are looking to the Local Authority to provide a leadership role, bringing schools and LA children's services together to truly understand the unique pressures in their community so we can work in collaboration to address these pressures and challenges.</p> <p>This project proposes to be jointly funded with schools, who will fund the school to school support and professional development, with the Local Authority providing leadership and needs analysis capacity. Its intended impact is:</p> <ul style="list-style-type: none"> * A reduction in the number of schools requiring improvement and an improvement in outcomes for our most disadvantaged pupils * Educational performance in the area will be transformed over time * Joint ownership and accountability for the system * More young people participating in resulting in less anti social behaviours 	One off	N/A	80,000

8	Regulated Services	'Mocking Bird' is a peer support programme aimed at foster carers to establish support networks within a locality. Evidence of such practices enables foster carers to be provided with more highly effective peer support and respite, enabling them to manage challenging young people, and to maintain placement stability. This funding would enable the piloting of this project in two localities.	One off	N/A	50,000
9	People Management	It is acknowledged that progress to recoup the apprenticeship levy has been slower than anticipated due, in part, to the delay in the government implementing the standards. Children's Services wish to undertake a radical review of its staffing structure to explore where apprenticeships could be introduced within its staffing establishment. This will include training for staff to act as mentor and assessors. It is anticipated that this will improve apprenticeship take up across Children's Services. This will require considerable capacity to map opportunities, cross reference with existing standards, work with providers to create more training programmes and develop job descriptions.	One off	N/A	40,000
		TOTAL			994,089

Rank (please rank in order of priority)	Service Area	Planned use of Carry Forward (please provide a short explanation)	Required for one off scheme/pressure, on-going pressure.	For on-going budget pressures how does the service plan on resolving these beyond this funding?	Amount (£)
1	Safeguarding Adult Care	To continue to reduce the current backlog of DOLS Assessment and Reviews still in the system, and also additional budget for the increased number of Reviews that will be required in 18/19 due to the extra number of Assessments that came through in 17/18 over and above budgeted expectations. Whilst this is currently seen as an ongoing pressure at the time of budget setting it wasn't known how many new assessments would be raised in year, or how many would still be in the backlog at the end of the year. Due to the fact that there were an additional 880 new assessments submitted in 2017/18 which will all require reviews in 18/19 this will put additional pressure on the DOLS team that are already working to their full capacity. Therefore this bid is also requesting that we employ 2 additional Business support staff to help maintain the workflow both at the start of the process as they come in and also after the Best Interest Assessments have been completed to ensure backlogs do not increase in the year.	Whilst this is currently seen as an ongoing pressure, at the time of budget setting it wasn't known how many new assessments would be raised in year, or how many would still be in the backlog at the end of the year.	Element is on going pressure but we anticipate future years should see a reduction in new assessments. It is also anticipated that there may be further reviews of the legislation by the Government and that either the Cheshire West case will be revoked or that the criteria for submitting assessments will be changed accordingly. Any short term additional costs could possibly be met through Adult Care reserves for 19/20.	750,000
2	Wellbeing	Falls pathway co-ordinator and prevention pilot programme. Creation of a dedicated Falls lead in LCC to develop and implement a falls pathway across health and social care. As part of this work, pilot postural stability instruction (strength and balance training) for falls prevention in high risk groups to avoid falls, avoidable hospital admissions and social care costs	Ongoing	If proven to be successful will be mainstreamed through PH grant	185,000
3	Wellbeing	Funding to support a range of workshops to support the Council's Domestic Abuse programme	One off	n/a	20,000
4	Specialist Adult Services	Demand Management - This initiative would require a one off contribution of £50,000 towards the cost of a fixed term 2 year project manager. The remainder of the funding would be found from within existing budgets. This would allow the project manager to expand the work beyond the initial re-focusing of the in-house Day Services to take on the wider co-ordination of employment support services whilst also co-ordinating related community capacity and network activities. The initiative would also require a £200,000 investment to expand the manage care network and to invest in the voluntary sector to fund community capacity builders.	One off	n/a	250,000
		TOTAL			1,205,000

Rank (please rank in order of priority)	Service Area	Planned use of Carry Forward (please provide a short explanation)	Required for one off scheme/pressure, on-going pressure.	For on-going budget pressures how does the service plan on resolving these beyond this funding?	Amount (£)
1	Infrastructure	Advance Design Block (ADB) replenish draw down of reserve in 2017/18. - ADB resource is essential to be able to prepare feasibility reports and to design schemes which support the growth agenda, fulfill manifesto commitments and provide vital highway network improvement. This drawdown in 2017/18 was as a result of progressing a number of schemes such as the Coastal Highway.	one off		250,000
2	Enterprise commissioning	Coastal Country Park - to improve access to the park with new park signage, renovation of Anderby Creek car park and marketing	one off		100,000
3	Enterprise commissioning	GLLEP - Continue with the consultancy support which enables us to establish a private sector led input to the LEP's water management plan. We expect this to lead to schemes which help businesses to save water resources or use water as a way of growing their business, potentially attracting ERDF support towards any initiatives.	one off		15,000
4	Enterprise commissioning	China - to provide capacity to pursue the Hunan links and develop effective delivery mechanism	one off		15,000
5	Environmental Services	Joint Municipal Waste Management Strategy (JMWMS) - to support finalisation of document and adoption process plus waste project board capacity funding	one off		75,000
6	Enterprise commissioning	Utilities work - continue with consultancy support to continue LEP utilities study and ensure effective delivery in place for addressing utilities capacity issues	one off		20,000
7	Infrastructure	A15 - part funding of route analysis to support the Midlands Connect work and NLC aspirations. Will ensure all key routes in Lincolnshire have been subject to same analysis	one off		25,000
8	Strategic Communications	Marketing and photography campaign for ' Lincolnshire, a place to grow'	one off		30,000
9	Democratic Services & Strategic Comms	Business Process Support to improve productivity	one off initially		30,000
10	All Environment & Economy	Balance of the 1% to be allocated during the year to deal with emerging pressures within the service area	one off		335,790
		TOTAL			895,790

Rank (please rank in order of priority)	Service Area	Planned use of Carry Forward (please provide a short explanation)	Required for one off scheme/pressure, on-going pressure.	For on-going budget pressures how does the service plan on resolving these beyond this funding?	Amount (£)
1	Financial Strategy	Apprenticeship standards are now in place which are suitable for finance enabling the draw down of the apprenticeship levy for training costs. To support the workforce development plan for the Financial Strategy Team we are looking to introduce an apprenticeship programme, to attract and grow our own talent enabling us to continue providing a professional service. We are initially seeking to support 2 apprentices at varying levels.	Initially one-off, would like this to be an on-going programme	<i>will consider the extension of the programme within the overall budget available for the team</i>	29,990
2	Financial Strategy	To support the workforce priorities of the Finance & Audit teams, we are planning to accommodate two internships for university undergraduates for 12 months from September 2018. This should introduce LCC as an employer of choice and give an insight into working in the Public Sector Finance sector	Initially one-off, would like this to be an on-going programme	<i>will consider the extension of the programme within the overall budget available for the team</i>	16,927
3	Corporate Property	Health & Safety : Property Health and Safety budget. As well as planned work, Corporate Property get involved in a lot of reactive health and safety work at properties. At the moment there is no dedicated budget to address these issues. There is also a need for a budget, to be able to react to changes in legislation and newly identified risks ie radon, external cladding (Grenfell Tower) etc. The HSE expect to see an H&S budget line	on going	As there is a requirement for Employers to make resources available to ensure safe working environments for staff an ongoing budget should be identified	50,000
4	Audit & Risk Mgt	Lincolnshire's contribution to the Lincolnshire Counter Fraud partnership.	on-going		26,000
5	Audit & Risk Mgt	Key to Audit and Risk workforce strategy is building capacity and capability through apprenticeships. Delayed implementation of the procurement process meant that we were unable to recruit and therefore carried forward an underspend in 2017/18. We would like to recruit three apprenticeships across the service areas (costs from Sept 2018).	on-going		40,800
6	Audit & Risk Mgt	We were unable to recruit to the Business Development Manager in 2017/18 and therefore had an equivalent underspend in the service. This role is key to the success of our business plan growth target - supporting sustainable delivery model and contributing to operating costs of the service through income generation.	on-going		26,000
7	Fire and Rescue	Due to a number of delays in the upgrade of the Vision mobilising system LFR have had to cover the cost of a post in support of its implementation for longer than anticipated. This post is critical to the successful implementation and is not funded and therefore is a budget pressure.	One off for 2018/19		20,000

8	Emergency Planning & Business Continuity Service	In support of the Local Resilience Forum an upgrade to the IT in the CEC was planned for 2017/18. This was not completed but is still required and thereby brought back for reconsideration.	One off for 2018/19		22,000
9	Fire and Rescue	To complete development of the Service Learning Management System which is essential to delivering training to fire crews. This requires support from 2 additional staff at crew manager level for a period of 6 months.	One off for 2018/19		50,000
10	Business Support	Apprenticeship Employer Provider Centre. A paper on the provision of the employer provider centre was provided in February 2018 detailing that due to the evolving programme to support Apprenticeships, there would be a shortfall in funding (costs vs levy drawdown) of £31,085 in the first full year of operation, after which the centre should be come self funding. This is an initial cost to Business Support for 2018/19 only.	One off		31,085
11	Business Support	A project has been established to provide a traded service to Schools and Academies across Lincolnshire for clerking, secretarial and administrative support functions. This service is to be part of the EduLincs provision and will become self funding once fully established by March 2019. A FT team leader has been allocated to manage this project and build the required business case and market the provision. This project management is important to ensure a successful service provision is made into Lincolnshire Schools and Academies.	One off		39,850
12	Business Support	An audit report identifies the process and policies around fuel cards to be inadequate. A project is to be established to retender the fuel card contract, write a corporate policy and ensure future compliance on spend. A project officer is required for 6 months at G6 to be able to support this additional work.	One off		14,000
13	Commercial Team	To fund the second year of a Commercial Officer supporting and working on the Serco Contract.	One off	Second year of fixed term contract within 18/19	29,999
14	Finance and Public Protection	Balance of the 1% to be allocated during the year to deal with emerging pressures within the service area.	One off		84,000
		TOTAL			480,651

Appendix D – Proposed Use of 2017/18 Carry Forward and Reserves

	<u>£'000</u>
<u>Total Council Underspend for 2017/18 (Excluding Schools)</u>	27,669
<small>(This figure excludes the £17.058m Schools underspend for 2017/18)</small>	
The following amounts are allocated from the underspend in line with the Council's Financial Strategy	
Up to 1% carry forward of Commissioning Strategy underspends (details set out at Appendix D):	-3,576
Legal Shared Services and Procurement Lincolnshire to carry forward all of their surplus.	-787
	<u>23,306</u>
The following reserves are used to fund year end under/overspend in revenue budgets (in line with the Council's Financial Strategy):	
Insurance Reserve (surplus in revenue - add to reserve)	-230
Schools Sickness Insurance Reserve (deficit in revenue - drawdown from reserve)	584
Business As Usual Reserves (Fixed Penalty Notices, Flood and Water Risk Management)	-157
	<u>23,503</u>
Amount available after Financial Strategy allocations:	23,503
The following allocations are for consideration for the remaining underspend:	
Proposal to create new reserve:	
Highways Permitting Reserve	-477
Purchase of Employee Leave Scheme	-127
Specific Schools capital projects (S77 of the Schools Standards and Framework Act 1998)	-584
The Following are bids for funding in excess of 1% c/f	
Other Service Bids (Adverse Weather Reserve, Insurance Fund, Corporate Support Services Contract, New Heritage Services Fututure Operating model)	-3,650
Balance remaining after all proposals:	<u>18,665</u>

Open Report on behalf of Debbie Barnes OBE, Executive Director of Children's Services

Report to:	Executive
Date:	03 July 2018
Subject:	Looked After Children and Care Leavers Strategy 2018-21
Decision Reference:	I015718
Key decision?	Yes

Summary:

Lincolnshire County Council ("LCC") has a responsibility to the children it looks after and its care leavers. In this context Lincolnshire County Council ("LCC") is referred to as being the "corporate parent".

A change in legislation, effective 1st April 2018, has widened that duty by extending it to require support to all care leavers up to age 25, if they want this support.

This report seeks support and approval for the new "Looked After Children and Care Leavers Strategy" to identify how LCC will seek to fulfil the role of corporate parenting as amended.

Recommendation(s):

The Executive is asked to approve the "Looked After Children and Care Leavers Strategy" (included as Appendix A to this Report), which has been developed in consultation with relevant partner agencies and following consultation with young people.

Alternatives Considered:

A "Looked After Children and Care Leaver Strategy" is a document for LCC to set out its vision and aspirations for services to vulnerable young people and to form a strategy to shape how LCC will work in conjunction with partner agencies to fulfil LCC's responsibility, in accordance with the extended legislative basis of the role of corporate parent.

Reasons for Recommendation:

This is a new strategy and has been developed in full consultation with key partner agencies, children and young people, senior managers and elected members, in response to the requirements of the changed legislative role and responsibilities of LCC as corporate parent.

1. Background

Looked After Children and Care Leavers are amongst the most vulnerable people in our communities. LCC has a statutory duty to care for and support these young people.

LCC has, by virtue of the Children Act 1989 (as amended) a responsibility to the children it looks after and its care leavers. In this context LCC is referred to as being the "corporate parent". Prior to April 2018, the Children Act 1989 required LCC to provide support to all Looked After Children and our care leavers with Personal Adviser ("PA") support until they reach age 21, with that support continuing to age 25 if a care leaver was engaged in education or training.

However, the Children and Social Work Act 2017 introduced a new duty (commencing 1st April 2018), further amending that under the Children Act 1989, to provide PA support to all care leavers up to age 25, if they want this support.

In addition to the new duty to offer PA support to all care leavers up to age 25, there are two related provisions in the Children and Social Work Act 2017:

- A new duty on local authorities to consult on and then publish their "local offer" for care leavers, which sets out both care leavers' legal entitlements and the additional discretionary support that the local authority provides; and
- A new duty on local authorities which requires them to have regard to the seven "corporate parenting principles", that will guide the way in which the local authority provides its services to children in care and care leavers.

The corporate parenting principles apply to the whole of the council and are important to understand how we, as officers and elected members, shape services for children in care and care leavers.

Furthermore, in Lincolnshire the corporate parenting principles apply to the council and the district councils which facilitates working in partnership to achieve positive outcomes for care leavers.

Other partner agencies will remain instrumental in the support they continue to provide to children in care and care leavers, and will include the CCG's, The Police, District Councils, Criminal Justice agencies and schools.

LCC has existing working relationships with all of the stated partner organisations and has developed the Strategy for which approval is being sought in consultation with them.

The "Looked after Children and Care Leavers Strategy" ("the Strategy") included at Appendix A of this Report responds to the current legislative position and sets out the three year strategy for Looked after Children and Care Leavers. The Strategy explains LCC's vision of how LCC is going to care for and nurture our young people into adulthood.

The Strategy acknowledges and endorses the corporate parenting principles introduced by the Children and Social Work Act 2017 and includes a link to published details of the "local offer" for care leavers.

To achieve the desired outcomes for all our Looked After Children and Care Leavers, the Strategy has been developed to contain a number of guiding principles it is believed are important. These guiding principles, developed locally, are:

- 1) Ensuring that at all times we are listening to and responding to what children and young people tell us
- 2) Maintaining a nurturing, committed workforce
- 3) Ensuring that for all young people, who wish to , are supported to develop and maintain strong family and friend relationships
- 4) Making sure that we support all Looked After Children and Care Leavers to recognise their own identity so that they grow a sense of belonging
- 5) Recognising the importance of partnership working and working together as corporate parents.

The Strategy sets LCC seven key priorities over the next three years to continually improve how Looked After Children and Care Leavers are enabled to realise their potential, through nurturing, resilient parenting and support. The identification of key priorities resulted from consultation with young people and followed by extensive discussion and planning with all partner agencies in the Health Service, the Criminal Justice agencies and the district councils.

The key priorities are rooted in the foundation of seeking to prevent young people needing to come into care, by strengthening support for families to stay together. In circumstances when young people do need to come into care of the local authority, the council will support them by working with our partner agencies to achieve positive outcomes, in the same way we would support our own child. In order to get the very best possible outcomes, the Strategy therefore commits to the following priorities:

- 1) We will support families in crisis to maximise their ability to continue to care for their own child
- 2) Where families are unable to care for their child, we will maximise opportunities for family and friend time so children and young people continue to feel part of their family network
- 3) We will work with our workforce to create a culture where we are all strong advocates for Looked After Children and Care Leavers
- 4) We will support the emotional well-being of all Looked After Children and Care Leavers

- 5) We will work in partnership with schools and carers to provide good learning opportunities for all
- 6) We will work with young people so they have the skills and abilities to develop healthy adult based relationships and best equip them for independence and their future
- 7) We will develop accommodation pathways so young people have choice and can access accommodation which supports them to prepare for the future in a planned and supportive way.

The Strategy outlines an action plan of what will be done by LCC to achieve those priorities and identifies services areas and processes to monitor outcomes and impact. It is the aim that the Strategy should shape commitments to Looked After Children and Care Leavers and to ensure all agencies across the partnership deliver excellent services for young people, for whom there is a corporate parenting responsibility.

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

No adverse impacts of this Strategy have been identified. The Strategy relates to all Looked After Children and all those young people who request a Leaving Care Service.

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

This Strategy feeds directly into the JHWS around improving the health and social outcomes for this group of young people

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 entire Strategy is designed to improve the life chances for our Looked After Children and young people. By offering our young people the chance to become more stable, healthy, well connected and supported young people, they are far less likely to slip into criminality.

3. Conclusion

The Looked After Children and Care Leavers strategy is a key document for LCC and all of its partner organisations. The Strategy has been developed in direct consultation with many key groups, elected members and of course young people. It is recommended that full support is given to the launch of the strategy.

4. Legal Comments:

The Strategy is responding to the requirements of the Children Act 1989 as amended by the Children and Social Work Act 2017, in identifying the strategy which LCC will follow to meet its responsibility as corporate parent of looked after children and care leavers.

Provided it is within the budget the recommendation is lawful and within the remit of the Executive.

5. Resource Comments:

The recommendation to approve the Looked After Children and Care Leaver Strategy will have no immediate financial implications. Any proposed service changes that come through the implementation of this strategy will be considered through subsequent papers where the financial implications can be understood and considered.

6. Consultation

a) Has Local Member Been Consulted?

Not Applicable

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Children and Young People Scrutiny Committee met on 8 June 2018 and considered a report concerning the Looked After Children and Care Leavers Strategy.

The Committee unanimously supported the recommendation contained in the report.

In addition, the following comments were made:

- It was queried whether all seven district councils had signed up to the Strategy. It was confirmed that all the district councils had now signed up to it, in principle.
- Concerns were raised about children in need and how this group of children could be supported further. It was reported that schools, through Team Around the Child, were increasingly confident about supporting families. In relation to mental health issues, there was Healthy Minds, CAMHS and the Emotional and Wellbeing Service that children in need could be referred to. Services were being designed to provide wraparound support to schools to support families. However, it was highlighted that children in need were not tracked as a group separately, such as for

outcomes or exclusions. This was due to the fact that they were a constantly changing cohort.

- In relation to "Staying Put" for foster children, it was queried whether anything similar could be done to support children more in residential homes. It was reported that there was "Staying Close", which was a scheme to support young people transitioning from a residential home into provision in the community post 18. The residential home would continue to provide support to the young people after they had moved out into new accommodation. It was highlighted that any pressure that could be put on district councils in relation to housing placements for care leavers would be useful. Councillor Mrs W Bowkett highlighted that she was on a housing delivery group with district councils and would raise it at the next meeting.
- It was queried what support could be given to foster carers when a placement broke down. It was reported that a project from the United States called "Mockingbird" was being looked into and the Fostering Network had signed up to it. The project was about foster carers providing peer support to other foster carers.
- It was questioned how a relationship between a young person and a social worker was addressed if it was not working. It was noted that the relationship with social workers was critical and the social worker would be changed if needed. However, care was taken if parents requested a change in the social worker with regards to the rationale for requesting the change.
- In relation to the extension of support to care leavers to the age of 25, it was queried what had been done to communicate this to care leavers and encourage them to take up the offer. Officers reported that they were in the process of contacting as many as possible of the retrospective 21-25 year olds, but some were difficult to track down.

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

No further action required

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Looked After Children and Care Leavers Strategy 2018 to 2021 DRAFT VERSION

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 Andrew Morris, who can be contacted on 01522 553916 or andrew.morris@lincolnshire.gov.uk .

LINCOLNSHIRE LOOKED AFTER CHILDREN AND CARE LEAVERS STRATEGY 2018-2021

WE BELIEVE YOU CAN ACHIEVE

We want all Looked After Children and Care Leavers to feel safe, loved, be heard and to realise their potential, through nurturing, resilient parenting and support.

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1. OUR MORAL PURPOSE

We believe you can achieve.

We want all Looked After Children and Care Leavers to feel safe, loved, be heard and to realise their potential, through nurturing, resilient parenting and support.

This strategy for Looked After Children and Care Leavers sets out Lincolnshire's ambitions for the next three years. We have high expectations for all children and young people in Lincolnshire, and the vision, principles and plans in the document apply to some of the most vulnerable children and young people within our community, namely those for whom we have corporate parenting responsibilities.

Our overarching aim recognises that we want all children and young people to be cared for within their family/ local community. We will support families to provide nurturing, resilient parenting so children and young people realise their potential within their birth family. Children, Young People and families in Lincolnshire will be helped to make changes for themselves, seen as a positive solution to the challenges they face, are able to get support easily and understood as a whole family.

Where children and young people do need to be looked after by Lincolnshire, we will support quality family and friend time. We will do everything we can, across

our partnership, to care for them and nurture their aspirations so that they feel safe, loved and are heard. This will support them to realise their potential. It not only applies when children are in care, but also where we have a duty to support them as previously Looked After Children.

Working with our partner agencies and communities, we will individually and collectively provide nurturing, resilient parenting and support as we would for our own children. This strategy sets out what we will do to achieve this vision.



CLr Mrs Patricia Bradwell OBE,
Executive Councillor Children's Services



Debbie Barnes OBE,
Director of Children's Services



2. THE LOCAL CONTEXT

Despite good work with families where children and young people are at risk of needing to be looked after, the numbers of children in the care of Lincolnshire County Council has continued to rise in recent years. In the last three years we have seen a total 4.4% increase in Lincolnshire. However, this is below the national average.

At March 2018 there were 659 children and young people in our care. At 47.0 per 10,000 population, the

Lincolnshire rate is lower than other local authorities in similar circumstances. Nationally the figure is 60.0 per 10,000 population.

Our aim will always be for appropriate children and young people to be in our care, for as short a period of time as possible, and decisions to bring a child or young person into care will be based on their needs and how we might make things better for them.

3. NATIONAL CONTEXT

The number of Looked After Children has continued to increase steadily over the last nine years. At 31 March 2017 there were 72,670 Looked After Children in the UK, an increase of 3% on 2016. Unquestionably there are poorer outcomes for some Looked After Children and Care Leavers -this is often due to their experiences before coming into care, for example, there is an over representation of Care Leavers in the homeless and prison population.

There are concerns over those young people experiencing poor mental well-being, and others whose education is

weaker as a result of poor attendance and exclusion, resulting in further disengagement. However, Looked After Children tend to make slightly better educational progress than children in need which indicates, as highlighted in the Rees Centre Study of 2015, that being in care can have some positive benefits. The research reinforces that when care is good, Looked After Children make better than expected educational progress whilst in care.





4. WHAT OUR LOOKED AFTER CHILDREN AND CARE LEAVERS SAY

In the creation of this strategy we are really pleased to have had direct contributions from six children and young people who are Looked After by the local authority and six young people who are currently receiving services as a Care Leaver from Barnardo's who deliver Lincolnshire's Care Leaver service. They all shared similar views regarding their priorities for change and what was most important to them. These are:

- Supporting families in crisis to maximise their potential so that they can continue to care for their child with support through wider family networks
- If children have to be removed from their families, they want to stay in touch with their family, and if possible, have lots of contact with them
- Listening to Looked After Children and Care Leavers and taking their views into account on matters affecting them. They specifically mentioned allowing Looked After Children to have a say in rules around bed times, friends for sleep overs etc.
- Looked After Children want to be allowed to make mistakes and live in a culture of learning and having second chances.

This feedback has been taken into account and is reflected within our shared priorities.

All of the children and young people recognised the unique and important relationship they have with their foster carers. Some were clear that they are not their parents and no matter how good that relationship is, they felt they were supported rather than parented by them. Some children and young people did feel they were their parents. This highlights that our services, whilst needing to meet the needs of all Looked After Children and Care Leavers, must recognise the unique and individual needs of each child and young person. This feedback is reflected in our moral purpose which all young people felt related to them.

All children and young people recognised the importance of relationships. All young people spoken to wanted more quality time with their social workers and time to get to know them. Everyone said that when there has to be change, either of worker or when they move to having a leaving care worker, they highlighted how important

it was to them to have more time to get to know their new workers. All children and young people were clear in their views that it is easier to work with someone if you know them and they know you.

Young people wanted practical advice to be available to prepare them for their move into adulthood and independence. Skills such as cooking and budgeting are useful, but also important to help them understand the realities of living alone and how to manage more emotional experiences such as loneliness. This was considered a priority area that needed to be improved.

All the young people accessing Care Leaver services told us about their positive experiences of the apprenticeship scheme, and they wanted information about this to be shared with all Looked After young people so they can all benefit from the scheme. This is celebrated in our 'what's working well' section on page 9.



5. PRINCIPLES

The way we deliver our parenting responsibilities to our Looked After Children and Care Leavers is critical to ensure they all have a good experience and upbringing. We believe if the whole workforce across the corporate parenting partnership develop good relationships with young people, based on the principles outlined below, the experience of care by all our Looked After Children and Care Leavers will be improved. These principles are integral to what we want to achieve for Looked After Children and Care Leavers. Embedding a relationship-based approach and embracing this way of working is crucial to the successful implementation of our strategy.

These Principles are:

Listening to and responding to the “voice of the young person”

Children and young people need to be consulted at all stages of their care journey as involving them can improve the quality of decisions and lead to more stable school placements and living arrangements.

We recognise that Looked After Children and Care Leavers may not readily talk about their worries or concerns, so it is essential that our entire workforce pay attention: not only to what children and young people say, but also what they do not say. How they behave and react may tell us more about how they are feeling. We will aim to spend quality time alone with each child or young person so they feel more comfortable expressing their feelings and enable them to build trust with us.

The corporate parenting partnership has numerous strategies in place for gathering the voices of children and young people, both informally and formally, on both an individual and targeted group basis. This strategy has been informed through listening to the views of our Looked After Children and Care Leavers and will continue to be reviewed in light of their comments.

We wish to offer our thanks to Children’s Services Participation team and Barnardo’s Leaving Care Services, but a special thank you and acknowledgement must go to the young people who have taken the time to share their experiences. We recognise their work in the acknowledgment section in this strategy.

To ensure that we continue to listen and hear the voice

of our Looked After Children and Care Leavers, we have established a user focus group and refreshed the V4C (Voices for Choices) group and the ‘Tell Us’ survey. The Young Inspectors have been involved throughout the process and we remain committed to working with all our partner agencies so that we collectively and individually listen and hear the views and wishes of our children and young people. The Independent Reviewing officers have a crucial role to question and challenge all partners on behalf of children and young people in our care and to ensure the views of young people are heard.

A nurturing committed workforce

We know that Looked After Children and Care Leavers benefit from developing secure attachments with their caregivers and those people who are responsible for them. Sensitive, responsive, restorative and caring



parenting is associated with secure attachments. Children and young people who have experienced maltreatment are significantly more likely to develop poorer attachments, so we must ensure that our Looked After Children and Care Leavers experience sensitive, nurturing and restorative care, given to them by a highly trained and committed workforce, especially our foster carers.

The Lincolnshire corporate parenting partnership will shout loudly and proudly about their aspirations for all Looked After Children and Care Leavers. Collectively we aspire for all young people to feel safe and loved, listened to and heard, so that they can realise their potential. The strength of the relationship between our workforce and our Looked After Children and Care Leavers is critical to this ambition as it is relationships which lead to positive experiences and a sense of belonging.

Through professional development and effective supervision we will support our workforce to develop and maintain positive and restorative relationships with young people. Led by the leadership teams in each agency, we will create a culture where staff are enabled to have difficult conversations and are able to challenge within their own agency and across agencies so they can truly act as advocates for our children and young people.

Strong family and friend relationships

Across the entire workforce we are committed to developing positive relationships with children, young people, families and their carers. To assist in building strong relationships, we will prioritise stability in the lives of children and young people. Stability in terms of where they live, where they go to school, how they spend time with family and friends, and ensuring consistency of key worker. When relationships and changes have to happen, we are committed to supporting our Looked After Children and Care Leavers through these changes.

We acknowledge the importance of working in collaboration with young people and families and not ‘doing to them’; if we do get things wrong we will say so, and we will actively encourage young people to tell us.



Across the partnership there is a commitment to using new technology to enable young people to maintain links and time with family and friends, and grow other important relationships.

Identity and sense of belonging

Inside each and every one of us is a desire to be rooted and to belong. It is essential that our care creates a sense of place and belonging. We want our Looked After Children and Care Leavers to have confidence that we know who they are and that they know we will help them to understand what makes them, them.

In a complex and uncertain world, knowing who you are and your place in that world matters. It is important to know the place we are from, the place where we live; and to know the place where we would like to be. Place



is about identity and understanding our roots and our connections to where we live and where we came from. For our Looked After Children and Care Leavers, who may be uncertain about where they belong, we must help them to understand this. A sense of belonging will help our Looked After Children and Care Leavers to develop the skills needed to support them to be independent as they approach adulthood. A sense of belonging can re-inforce that it's okay to make mistakes as we grow, in fact it is important that Looked After Children and Care Leavers know making mistakes is a normal part of growing up.

Partnership working

Evidence indicates that high-performing local authorities are those with strong leaders who have an aspirational vision of effective corporate parenting for all Looked After Children and Care Leavers. These authorities embed partnership and multi-agency working at the heart of the planning process and ensure that children and young people are fully engaged in the design and delivery of services.

The corporate parenting partnership across Lincolnshire is committed to providing strong, visible leadership to

raise aspirations and attainment, and promote joint working to meet the needs of Looked After Children and Care Leavers.

Partner agencies in Lincolnshire undoubtedly want to do the best they can and achieve the best possible outcomes for Looked After Children and Care Leavers. The partnership is committed to improving the lives of children, young people and Care Leavers and believes that an important element in making this happen is to ensure that all staff working with Looked After Children understand the local offer which is available for them, how to access it and to how to advocate for them. This Looked After Children Strategy will be fully endorsed by the following agencies:

Lincolnshire County Council, all seven District Councils within Lincolnshire, Barnardo's Leaving Care Service, the NHS Clinical Commissioning Groups, all health providers, schools, including maintained and academies and the police.

It is important to remember the value of the Independent Reviewing Officers, and the role they have in ensuring partners and all agencies work together to support young people.

6. SO WHICH CHILDREN AND YOUNG PEOPLE DOES THIS STRATEGY REFER TO?

Where Lincolnshire acts as the corporate parent:

- Children and young people cared for by Lincolnshire or supported with accommodation. This includes those taken into care under a voluntary agreement with their parents, children and young people where a care order, or interim care order has been made; emergency orders for protection; and those compulsory accommodated – including those remanded.
- Care Leavers who have previously been Looked After by Lincolnshire.
- All children and young people in the care of Lincolnshire, irrespective of whether they are living in the county or not are included in this strategy. Where our children are placed outside our geographical boundaries we will liaise with other local authorities and partner agencies to ensure they access the services they need, they are supported to achieve, feel loved and cared for, feel they belong and are able to realise their potential.

When another local authority is the corporate parent:

- For those placed in Lincolnshire by other local authorities, there is an important role for Lincolnshire County Council and partners to ensure there is an awareness of all universal services available to them, including health and education. Universal and targeted support may be provided by health, education and police services to those young people placed in Lincolnshire by other local authorities where Lincolnshire County Council doesn't have corporate parenting responsibilities. Liaison with the host authority through the head of the virtual school and designated safeguarding staff in health is essential to supporting these young people.

Previously Looked After Children:

- For previously Looked After children living in Lincolnshire we will provide advice and information. This includes those children who have left care under a child arrangement order, special guardianship order and adoption order. Although we are not the corporate parent in these cases, we will provide education and health-related advice and guidance so their families can help them to realise and reach their potential.



7. WHAT IS WORKING WELL?

We have lots to be proud of in Lincolnshire:

- Lincolnshire was previously inspected under the single inspection framework in 2014 and received an overall judgement of 'Good' with adoption assessed as 'Outstanding'
- All children's homes in 2017 were judged by Ofsted to be outstanding or good
- There is a strong fostering strategy in place which means that 77.5% of Looked After Children lived with our own in-house foster carers.
- We were awarded the First4adoptions – Adoptions excellence award for our adoption services
- Supportive Superstars (our way to thank the children of our foster carers for sharing their mum/ dad) was shortlisted for the Children and Young People Now Award in 2017
- 95% of Care Leavers are in suitable accommodation and we have strong relationships with our supported accommodation providers
- 67% of Care Leavers are in education, training or employment. The support offered to Care Leavers is good and we are keen for all Care Leavers to do well. Our Care Leavers praise the apprenticeship and pre apprenticeship work preparation scheme which is delivered through Barnardo's
- In January 2018 we had 20 Care Leavers in university
- There is an emerging 'Care2learn' approach which supports schools to provide a nurturing environment and where foster carers champion education: this means that everyone is committed to give the child a thirst for learning.
- The Clinical Commissioning Groups are committed to supporting and prioritising the physical health and emotional well-being of looked after children and care leavers.
- Lincolnshire is a 'Partner in Practice' identified by the DfE as a local authority whose social care practice is strong and where innovation can assist other local authorities.
- V4C (our Children in Care Council) and other mechanisms to hear the voice of our Looked After Children and Care Leavers, all work tirelessly to ensure their voice is heard
- Lincolnshire's Child and Adolescent Mental Health Service has been judged as outstanding by the CQC in their inspection in 2017
- The FAB awards (Fantastic Amazing Brilliant) and the Big Conversation, enable us to celebrate the achievements of our Looked After Children and Care Leavers and ensure that their voice is heard.

8. CORPORATE PARENTING RESPONSIBILITIES

When a child comes into care, the council becomes the corporate parent. Put simply, the term 'corporate parent' means it is the collective responsibility of the council, its elected members, all employees, and its partner agencies to provide the best possible care and upbringings for the children who are looked after by us.

A child in the care of the council should be able to look to the council to be the best parent it can be. Every member and employee of the council has statutory responsibility to act for that child in the same way that a good parent would act for their own child. Our partners also share this responsibility to be a good, caring corporate parent.

Every good parent wants the best for their child, to see their child flourish with good health, to be safe and happy, to do well at school, and enjoy healthy relationships with their peers. We want young people to make the most of leisure opportunities, gain hobbies and interests, and to grow towards adulthood well equipped to lead independent lives. We want our young people to make their way as adults in higher education, to have good careers and jobs, and to be financially secure. That's why, across the corporate parenting partnership, we have the same aspirations for our Looked After Children and Care Leavers as we would for our own children, taking seriously our moral and legal responsibility for enabling them to experience happy and fulfilling lives.

In Lincolnshire we have worked to develop our own corporate parenting guidelines and culture, we acknowledge and endorse the new corporate parenting principles set out in statute. These are:

- to act in the best interests, and promote the physical and mental health and well-being, of those children and young people
- to encourage those children and young people to express their views, wishes and feelings
- to take into account the views, wishes and feelings of those children and young people
- to help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
- to promote high aspirations, and seek to secure the best outcomes, for those children and young people
- for those children and young people to be safe, and for stability in their home lives, relationships and education or work; and
- to prepare those children and young people for adulthood and independent living.

9. DEVELOPING A LOCAL OFFER FOR ALL OUR LOOKED AFTER CHILDREN AND CARE LEAVERS

Across the corporate parenting partnership, we are committed to articulating what we offer to our Looked After Children and Care Leavers. Describing and explaining what all our Looked After Children and Care Leavers can expect from the council and its partners is important and will enable us to act as advocates for all young people, challenging each other to make sure we do our best for our children and young people.

Our Local Offer to Care Leavers can be found here - [Core Offer to Care Leavers](#)

In addition, all children and young people are able to access universal and early help services which are available within the community. The Local Offer which describes what services Lincolnshire can offer our communities can be found on [Our Local Offer](#) page. We will continue to develop this offer so we and our young people know what services are available in the community to support our Looked After Children, Care Leavers and their carers.



10. OUR PRIORITIES

By capturing the work we are proud of, and by talking to Looked After Children and Care Leavers, as well as undertaking an analysis of need, we have been able to identify priorities that need to be addressed over the next three years to further improve our services.

These priority areas are:

- We will support families in crisis to maximise their ability to continue to care for their own child
- Where families are unable to care for their child, we will maximise opportunities for family and friend time so children and young people continue to feel part of their family network
- We will support our workforce to create a culture where we are all strong advocates for Looked After Children and Care Leavers

- We will support the emotional well-being of all Looked After Children and Care Leavers
- We will work in partnership with schools and further education establishments and carers to provide good learning opportunities for all
- We will work with young people so they have the skills and abilities to develop healthy adult-based relationships and best equip them for independence and their future
- We will develop accommodation pathways so young people have choice and can access accommodation which supports them to prepare for the future in a planned and supportive way.

Actions to deliver our priorities are outlined in Appendix 1.

11. CONCLUSIONS

This strategy for Looked After Children and Care Leavers sets out our ambitions and principles. It is underpinned by our moral purpose as Corporate Parent. It clarifies to whom the strategy applies and sets out how we want to work, what we want to achieve with our young people and how we want to work together with families to strengthen the family unit even when their child is in care.

We have, through analytical self-evaluation, defined what is working well, what we want to improve and how we are going to do it. We have acknowledged the role of all our partner agencies, and how historically we have all been committed to improving the lives of children, Looked After Children and those who have left our care.

The Lincolnshire Looked After Children and Care Leaver's strategy for 2018-21 provides strategic and operational direction for all our work, how we approach working with our young people and how we should approach innovations and developments in the coming years

We have highlighted that an important element in making this happen is the strength of our partnership and the commitment and energy given to supporting all our Looked After Children and our Care leavers. We will ensure that all staff understand the Local Offer which is available to all their young people, how to access it and how to advocate for it.

We have identified seven main priorities for everyone to address in the next three years. We have set out what we will do to achieve the priorities, and how we hope to engage children and young people in the progression of this strategy and the ambitions we have set ourselves. We will create a comprehensive action plan with key milestones so Looked After Children and Care Leavers can challenge our progress once this strategy has been agreed.

In summary, we made our aspirations clear at the outset of our strategy:

We want all Looked After Children and Care Leavers to feel safe, loved, be heard and to realise their potential, through nurturing, resilient parenting and support.

This not only applies when children are in care, but it also applies where we have a duty to support people as previously looked after children. Working with our partner agencies and communities, we will collectively provide nurturing, resilient parenting and guidance to our young people, as we would for our own children. We recognise that whatever judgements are made upon our services both internally and through external bodies, the most important judgements are those made by the children and young people themselves. In all matters, we will ask ourselves:

- have we made a positive difference to their lives
- have we been ambitious on their behalf
- have we given them every chance of realising their potential
- have we listened to them
- have we treated them as individuals?



APPENDIX – PRIORITIES AND ACTIONS

Priorities	Actions	Progress
<p>We will further support families in crisis to maximise their ability to continue to care for their own child (Adolescents team)</p>	<ul style="list-style-type: none"> Further develop our early help offer to respond to situations where families/carers are in crisis. We will work to maintain the living arrangements for the child/ young person where possible Ensure our approach is multi-disciplinary and multi-agency with a range of specialisms to meet the needs of young people and their families. Our workforce will have access to specialist consultations to help them to understand how they can better support families, ensuring we address the cause of the crisis and not just the symptom Ensure we have in place a structured and consistent approach which is understood by all. The offer is encapsulated within an early help offer which is restorative in nature and which has its foundations in relationship based practice. We will value the importance of relationships and ensure continuity of support to families of young people. Recognise that different pathways are required to meet the individual needs of young people based on age Recruit specialist foster carers to help meet needs, including short term support to families in crisis can include respite to enable them to reflect on how they can best meet the needs of their own child and recover from crisis points Provide opportunities for children and their families to experience positive activities Refine and promote the Local Offer so families know how to access support and which service are out there to meet their needs. 	
<p>Where families are unable to care for their child, we will maximise opportunities for family and friend time so they continue to feel part of their family network (LAC teams)</p>	<ul style="list-style-type: none"> Utilise family group conferencing to enable families at every opportunity to find their own solutions Enable the workforce to work in a way where they honour the importance of families, and use their authority as a professional in an honest way Utilise virtual mechanisms which enable children and young people to stay in touch with family and friends Review of contact service so it is transformed into a service which better supports family/ friend time Further develop life story work so children and young people have an identity, feel that they belong and understand where they connect in their community and have a sense of belonging. We will ensure our recording systems enables us to accurately record a young person's life, their history and record in a way which makes records purposeful and relevant to them. 	
<p>We will work with our workforce to create a culture where we are all strong advocates for Looked After Children and Care Leavers (Quality and Standards team)</p>	<ul style="list-style-type: none"> Raise awareness of our role as corporate parents, advocating good support, wellbeing and outcomes for all Looked After Children and Care Leavers Corporate Parenting Panel will regularly request reports on the progress and achievements of Looked after Children and Care Leavers and address any significant barriers to their learning, health and safety Further develop the Independent Reviewing Officers role to ensure the best possible outcomes for children and young people Recruit young inspectors, who have experience of being in care so they can provide additional insight and challenge to managers and services. 	

APPENDIX – PRIORITIES AND ACTIONS

Priorities	Actions	Progress
<p>We will work with our workforce to create a culture where we are all strong advocates for Looked After Children and Care Leavers – continued (Quality and Standards team)</p>	<ul style="list-style-type: none"> Listen to the views of a 'participation group'/voice for the child on how best the lives of Looked After Children and Care Leavers might be improved. Consider how best they can get their message across - e.g. DVD Develop the role of designated teachers and the Virtual School to further raise awareness of Young People's needs, and help them to advocate for Looked After Children and Care Leavers Review the guidance we give to staff for assessing identity needs of a young person Create a robust escalation process between services so each agency has a key strategic lead for Looked After Children and Care Leavers. Undertaking thematic review of the support and advocacy offered to Looked After Children and Care Leavers Deliver a series of workshops to celebrate the achievements of our Looked After Children and Care Leavers, demonstrating that resilient parenting has a positive impact Develop a training offer so our staff understand the importance of making sure young people have a sense of belonging and an identity. Develop our staff so they understand the importance of relationship based practice and grow peoples knowledge of the services available through the Local Offer so professionals and families can challenge and act as advocates for young people The council and the police will work together to embed the protocol to reduce the criminalisation of Looked After Children and Care Leavers. We will do this through embedding a restorative culture and restorative approaches. 	
<p>We will support the good emotional well-being of all Looked After Children and Care Leavers (Virtual School) (Quality and Standards)</p>	<ul style="list-style-type: none"> Build on the success of the Virtual School Head (VSH), by working with the CCG's to progress the development of a similar oversight role of a Virtual Mental Health Lead (VMHL). This is to ensure that every child and young person in the care of the local authority is getting the support they need to maintain or improve their mental health and emotional wellbeing. Enable the strengths and difficulties questionnaire to be supported by a broader set of measures which can trigger a comprehensive mental health assessment. Ensure that assessments focus on understanding of the individual's mental health and emotional wellbeing, and that is based on a knowledge of the context of their current situation and past experiences, rather than solely focusing on the presenting symptoms. The young person, their caregivers, family (where appropriate) and professionals' viewpoints should also be included. Support caregivers so their own mental health and wellbeing is positive and resilient. Ensure that everyone working directly with Looked After Children and Care Leavers receive training about children and young people's mental health so they are equipped with the appropriate skills to support young people. Ensure the statutory review of a child's care plan by the Independent Reviewing Officers (IROs) includes at each meeting a review of whether or not the mental health needs of the young person have been met. 	

APPENDIX – PRIORITIES AND ACTIONS

Priorities	Actions	Progress
<p>We will support the good emotional well-being of all Looked After Children and Care Leavers – continued (Virtual School) (Quality and Standards)</p>	<ul style="list-style-type: none"> • Increase the knowledge and intervention skills of the whole workforce. These skills should enable care givers to understand and support young people around the impact of a lack of attachment and experiences of trauma, enhance child development and be aware of cognitive behavioural therapies and interventions. • Ensure there is strong collaborative working relationship between schools, health services and the local authority • Further develop and expand the concept of mental health first aid in schools- looking to create a change of culture where there is might currently be limited empathy and knowledge of the needs of Looked After Children amongst school leaders • Further strengthen practice between general practitioners and schools. • Working with all partners, we will provide restorative approaches to those already engaged in the Criminal Justice System and to reduce further criminalisation of young people as this will enable them to get back on track to achieve their aspirations as law abiding citizens. 	
<p>We will work in partnership with schools and carers to provide good learning opportunities for all (Virtual School)</p>	<ul style="list-style-type: none"> • Implement Caring2Learn, learning what works so these aspects of the project can be implemented across all our schools • Develop strong partnerships and responses to reduce student absences and exclusions from school • Rigorously apply our own and national guidance around the quality of 'off-site' educational settings • Reduce school moves whenever possible to help maintain placement, permanency and enhance educational stability • Improve access to further and higher education and the understanding Looked After Children and Care Leavers have of these providers • Apply work based research practice to workforce (e.g. PALAC) • Celebrate the achievements of all our children and young people. • Ensuring: <ul style="list-style-type: none"> – All Looked After Children have access to good nursery provision – All Care Leavers with children have access to free child care and early education – Looked After Children are admitted to good settings and schools without undue delay – All Looked After Children make good progress based on prior attainment including those accessing SEND specialist provision, through highly effective education plans – That there is a designated teacher in all educational settings including further education – All designated teachers have access to good training and professional development – All Education Health Care Planning is carried out on time and required interventions are implemented in a timely way. Where a place in a special school is required, the young person is admitted promptly – All Looked After Children are encouraged to attend extra-curricular and recreational interest they enjoy. These are available through the Local Offer 	

APPENDIX – PRIORITIES AND ACTIONS

Priorities	Actions	Progress
<p>We will work with young people so they have the skills and abilities to develop adult based relationships to equip them for independence and their future (DMT and SMT)</p>	<ul style="list-style-type: none"> • Review our assessment processes to ensure that we plan early, and truly understand what the young person wants to achieve in adulthood • Recognise the risk and impact of transitions for all children and young people. We will plan to meet individual needs in a co-ordinated way, drawing on the strengths of the young person and their wider networks, so they know what the future holds as they move into the adult world. • At each key transition, whenever possible, involve a child or young person's family and the wider network, especially those who know them best. • Value the importance of relationships and work flexibly where ever possible to minimise the negative impact of transitions and changes in relationships. • Prepare children and young people for transitions in their lives. We will place a specific emphasis on those young people aged between 14 -25. The key points of transition for us to consider are: all school key stages to education training and employment. the transition between child and adolescent mental health services (CAMHS) and adult mental health; transition between children's social care to adult services, specifically considering those with special education needs and disabilities to ensure they have best access and support to further learning and the world of work. We will also consider the transition between Youth Justice Services to the adult Probation Service. • Explore how we can have an information system or agreement in place which allows all professionals to access information about all those involved with a child and young person. We aspire to have all relevant records available to be viewed by all workers at any time, and for those and records to be written in the third person, so we are always writing to the child/young person when we create records about them. 	
<p>We will develop accommodation pathways so young people have choice and can access accommodation which supports them to prepare for the future in a planned and supportive way. (Children's Accommodation Board)</p>	<ul style="list-style-type: none"> • In partnership with housing authorities, secure an enhanced accommodation offer for all those leaving care to ensure support and preparation so they can live independently in their community • As nurturing and resilient parents, we will never stop doing our best for Looked After Children and Care Leavers as we would for our own children. We will never refer to them as being intentionally homeless and will work together to prevent homelessness • Ensure Care Leavers are exempted from paying council tax until they are 25 years • Re-commission supported accommodation provision so that the provision is more responsive to more complex young people and better reflects the principles in this strategy • Seek to develop in-house provision to ensure we can meet the needs of our most challenging young people in locally sourced options • Provide an early help worker and emotional wellbeing worker for all those in supported accommodation • Create more private tenancy opportunities close to Residential Homes so Care Leavers can stay close to their community and continue to be supported by people they know. 	

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

Report to:	Executive
Date:	03 July 2018
Subject:	Council Business Plan 2017 - 2018 Performance Report, Quarter Four
Decision Reference:	I015765
Key decision?	No

Summary:

This report presents an overview of performance for Q4 against the Council Business Plan.

Executive can view performance on the web on the Lincolnshire Research Observatory using this [link](#)

Recommendation(s):

That Executive:-

1. Note and consider 2017/2018 Quarter 4 performance.
2. Approve the proposed changes to reporting as set out in this report.

Alternatives Considered:

1. No alternatives have been considered to recommendation 1 as it reflects factual information presented for noting and consideration.

Reasons for Recommendation:

To provide the Executive with information about Quarter 4 performance against the Council Business Plan 2017/2018.

1. Background

The Council Business Plan 2017/2018 was approved by Council on 24th February 2017. This report provides the Executive with highlights of Q4 performance. The full range of infographics is available to view on this [link](#)

Headlines Quarter 4 performance

All of the 17 commissioning strategies are reported in Q4:-

4 performed really well (all measures reported in Q4 achieved the target);
10 performed well (all measures except 1 reported in Q4 achieved the target);
3 had mixed performance (some measures achieved and some measures did not achieve the target in Q4).

The good news

The following 4 commissioning strategies performed really well (all measures reported in Q4 achieved the target):-

[Children are safe and healthy](#)

[Safeguarding adults](#)

[Sustaining and growing business and the economy](#)

[Sustaining and developing prosperity through infrastructure](#)

The following 10 commissioning strategies performed well (all except 1 measure reported in Q4 achieved the target)

[Adult Frailty, long term conditions and physical disability](#)

[Community resilience and assets](#)

[How we effectively target our resources](#) (Combination of 3 commissioning strategies)

[Learn and achieve](#)

[Readiness for Adult Life](#)

[Readiness for school](#)

[Specialist adult services](#)

[Wellbeing](#)

It is worth noting that for the [Learn and achieve](#) and [Wellbeing](#) commissioning strategies performance improved even though the measure did not achieve the target.

Mixed performance (some measures achieved and some measures did not achieve the target)

The following 3 commissioning strategies continue to have mixed performance:-

[Carers](#)

[Protecting the public](#)

[Protecting and sustaining the environment](#)

Appendix A provides a summary of the 15 measures that did not achieve the target in Q4 and performance is not improving. It is worth noting that:-

Seven of these measures are reported annually for the first time in Q4;

Two of the measures are no longer fit for purpose and have been changed in the 2018-2020 Council Business Plan approved by Council in February;

Two of the measures (alcohol related violent crime and reported incidents of domestic abuse) are outside of the remit of the County Council.

The adverse weather conditions in Q4 have adversely affected 3 measures (visits to libraries, house hold waste recycling centres and household waste recycled)

Internal Audit review of performance management arrangements

An Internal Audit review was completed in March to provide assurance over the effectiveness of performance management arrangements. The main focus of performance management reporting is around the indicators that measure outcomes against the Council's Commissioning Strategies.

The audit included reviewing a sample of corporate and local indicators to confirm the accuracy and reliability of the information being reported. The audit gave High Assurance stating 'Our critical review or assessment on the activity gives us a high level of confidence on service delivery arrangements, management of risks, and the operation of controls and /or performance. The risk of the activity not achieving its objectives or outcomes is low. Controls have been evaluated as adequate, appropriate and are operating effectively.'

Hosting of infographics for reporting performance against the Council Business Plan 2018 -2020

Quarterly performance against the Council Business Plan is currently available on the Lincolnshire Research Observatory (LRO). The Council's contract with the host of the LRO is due to end in 2019. Wordpress will be the new platform to host Council Business Plan performance data from Quarter 1 2018/19 onwards. The Digital Engagement Team has advised that the current layout does not meet best practice standards for accessibility requirements and there two minor changes to improve accessibility of the website:-

- As the main body of the current pages are images, users of assistive technology (such as Dragon Naturally Speaking, a piece of software which enables users to 'read' web pages aloud) would not be able to access the content. Using the new layout (more inclusion of text elements and less pictographic elements) will ensure that users of assistive technology will find it easier to navigate and access our performance data.
- The new site will also allow those with physical issues to access the content more readily via keyboard commands without relying wholly on standard mice or rollerball devices to navigate.

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 the 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 the outcomes and measures that are the Council Business Plan many of which relate directly to achievement of health and wellbeing objectives.

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 the outcomes and measures that are the Council Business Plan some of which relate to crime and disorder issues.

3. Conclusion

This report presents an overview of performance for Quarter 4 against the Council Business Plan 2017/2018 and proposed changes to reporting to assist the Executive in monitoring that performance in future. Executive is invited to consider performance and consider and approve the proposed changes to reporting.

4. Legal Comments:

The Executive is responsible for ensuring that the Executive functions are discharged in accordance with the Budget and Policy Framework of which the Business Plan is a part. This report will assist the Executive in discharging this function.

The recommendation is lawful and within the remit of the Executive.

5. Resource Comments:

Acceptance of the recommendation in this report has no direct financial consequences for the Council.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

N/A

c) Scrutiny Comments

This report will be considered by the Overview and Scrutiny Management Board at its meeting on 28 June 2018 and the comments of the Committee will be reported to the Executive.

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	Summary of measures where the target was not achieved in Quarter 4 and performance did not improve

8. Background Papers

No Background Papers within the meaning of 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 .

Appendix A Summary of measures where the target was not achieved in Quarter 4 and performance did not improve.

The following 8 Commissioning strategies had all but 1 measure achieve the target in Q4.

[Adult Frailty, long term conditions and physical disability](#)

This is the first time 'Requests for support for new clients, where the outcome was universal services/signposting' has been reported this year. There has been a modest 5% increase in actual requests from new clients this year, 42.5% of which resulted in the provision of information and advice, or signposting to other services in the community. The reduction in information and advice this year has been driven by the increase in clients offered reablement (+20%), wellbeing (+11%) and equipment (+25%). As reported in Q3, the measure has been removed from the 2018-2020 Council Business Plan as it is no longer fit for purpose and will be replaced by 'Percentage of requests for support for new clients, aged 65 or over, where the outcome was long term support services.' This measure will more accurately reflect early intervention services, which collectively serve to delay and reduce the need for longer term funded support. (Measure 61)

[Community resilience and assets](#)

This is the first quarter during this reporting year that 'Visits to core libraries and mobile library services' has not achieved the target. The low number of visits are attributed to adverse weather events and Mobile vehicles failures which resulted in a reduction in the number of community visits made. There were 1.56m visits in 2017/2018, compared with a target of 1.59m which is 31.3k below the target. During Q4, February saw the biggest drop in visitor numbers compared with target. (Measure 36)

[How we effectively target our resources](#) (Combination of 3 commissioning strategies)

The 'Public Services Network (PSN) Connection compliance' is not compliant. This is because the annual PSN connection submission has not been approved by the PSN Authority and remedial action, which is necessary to improve the controls we have in place across our IT environment, has been identified. Activity is underway to progress the required work, which is complex in nature, and this must be completed before the council can consider resubmitting. Resubmission is anticipated to be carried out in late 2018/early 2019, however this will depend on whether the required work has been carried out to the appropriate standard at that time. (Measure 99)

[Readiness for Adult Life](#)

'Achievement gap between disadvantaged pupils and their peers' is the final data for the academic year September 2016 – July 2017. The outturn of 31% missed the target of 34% by 3 percentage points. Feedback from Schools has been that the transition to new assessment measures and exam specifications introduced by the Department for Education, complicates year on year comparison of the achievement gap due to the non-comparable nature of 'grade A-E' and 'grade 9 to 1', introduced in July 2016. When analysing the Free School Meals (FSM) data set, it is clear that the gap between Disadvantaged pupils and Non-disadvantaged pupils has narrowed in Lincolnshire by three percent over three years at the end of KS4. However, it is still wider than the national gap, and the East Midlands gap. We are in line with our statistical neighbours for the Free School Meals cohort. (Measure 42)

[Readiness for school](#)

'Lincolnshire Early Years Foundation Stage (EYFS)' has dipped slightly below national average. Although this appears disappointing, there has been a focus on an accurate assessment and moderation process to ensure teacher assessments are consistent and robust across the county for what is a complex provision offering. The Standards and Testing Agency (STA) have confirmed this through their visit to Lincolnshire and also to Leicester City, whom we have been supporting during the last 18 months on improving their

EYFS outcomes. On this basis, our focus for the future will be working more closely with our teaching schools, academies and maintained schools, to raise engagement and awareness levels of the impact the early years educational entitlement (30 hours fully funded education from the government) has on children's outcomes at the end of the foundation stage. We have participated in a regional Strategic School Improvement Fund (SSIF) application for Early Years, with a focus on communication; this aims to gain funding for a project to support stronger working relationships between statutory school provision and the Private, Voluntary or Independent (PVI) schools to better improve transition. The focus will remain on children with English as an additional language (EAL) with provision in Boston. Disadvantaged children will be the focus of schools in Lincoln and Gainsborough. Effective use of Early years pupil premium funding, deprivation funding and how this can be utilised to improve outcomes for this group of children can be used to promote the use of effective tracking and the value of this being shared with consent from the child's parent in to the school/academy of their choice. This measure is the final data for the academic year September 2016 - July 17. (Measure 47)

Specialist adult services

'Satisfaction with learning disability and autism care and support services' 75.6% of respondents with a learning disability reported in the annual Adult Social Care Survey (ASCS) that they are 'extremely' or 'very' satisfied with the care and support they receive. This measure is a subset of the Adult Social Care Outcomes Framework (ASCOF) measure about satisfaction of all adult care users. Due to a small reduction this year, the target has not been achieved. (Measure 53)

The following 3 commissioning strategies had mixed performance:-

Carers

'Carers reported quality of life' is taken from the 'Survey of Adults Carers in England' (SACE) which surveys the experience of carers in Adult Care, usually undertaken biennially. For 2017/2018 Lincolnshire County Council undertook an additional survey. It combines responses to 6 different questions about a carer's overall feeling about their quality of life including work, control, personal care, safety, social participation and encouragement. Some carers will be supported via Adult Care only; some only by the Lincolnshire Carer's Service; and some by both. There has been no significant change from the 2016/2017 survey. This is a key measure for Adult Care & Community Wellbeing as a whole to improve. (Measure 55)

'Carers supported to delay the care and support for the person they care for' Q4 performance of 57.4% saw a reduction of 9.8 percentage points compared to Quarter 3 (67.2%) and is 17.6 percentage points below target of 75%. This measure was initially designed to capture the preventative approach of the Lincolnshire Carer's Service, by identifying the number of carers who were caring for an adult who was not yet known to Adult Care. A greater proportion of carers are being identified through Adult Care client assessments. As these cared-for adults are more likely to be in receipt of services following their assessment this measure has been showing a downward trend. However, this represents a more 'whole family' approach where the needs of adults and their carers are being considered together. This measure will no longer be monitored in 2018-2020 Council Business plan which was agreed by Council in February. (Measure 57)

'Carers who find it easy to find information about services' This measure is taken from the Survey of Adults Carers in England (SACE) which surveys the experience of carers in Adult Care, usually undertaken biennially. For 2017/2018 Lincolnshire County Council undertook an additional survey. This measure has decreased by 3.2 percentage points when compared to the previous year's survey. However, 83.5% of respondents who received Information & Advice found it helpful. The Council are working on a project to improve Adult Care online information and advice. (Measure 58)

Protecting the public

A summary of the 4 measures that did not achieve the target in Q4 for Protecting the Public Commissioning Strategy are detailed as follows. Both measures are outside the direct responsibility of the County Council:-

- 'Alcohol related violent crime incidents' increased by 55.7% in Q4 compared to the same quarter last year. This continues the upward trend reported in previous quarters. This indicator is influenced by changes in violent crime recording and the flagging of the presence of alcohol in police crime reports. The drastic increase is down to a change in recording practice of crime which leads to more crimes being flagged than had been previously. The year-end figure of 2,007 incidents is 43.7% higher than over the target of 1,397 incidents. The Safer Communities Service continues to fund the 'Blue Light Project' which works with those treatment resistant drinkers who cause the most demand on the police. The scheme has now been brought into the Council having been previously been commissioned out to an external provider. The new arrangements mean that Blue Light Project staff now work from the same office as those working in the multi-agency Assisting Rehabilitation through Collaboration (ARC) scheme. ARC works with the most prolific crime offenders in Lincolnshire. The co-location of staff from both schemes has allowed them to share their expertise and resources, reducing duplication and increasing efficiency. As part of the Blue Light Project, training is due to be delivered later in the year which is open to front line staff from all agencies (including within the Council, to help them work more effectively with clients whose drinking is problematic). This will help to upskill staff so that they are better able to recognise and support clients to access help to tackle their drinking. The Safer Communities Service continues to work in partnership on the innovative Alcohol Abstinence Monitoring Requirement (AAMR) tags scheme, which has recently been expanded countywide in Lincolnshire after initially only operating at Boston Magistrates Court. The tags measure the amount of alcohol in an offender's sweat to determine if they are breaching their sentence or bail. The Safer Communities Service is currently working with other agencies on the evaluation of the effectiveness of this scheme. (Measure 6)
- 'Reported incidents of domestic abuse' to the police have increased, for all districts apart from West Lindsey, compared to the same quarter last year. Overall there has been a 6% increase in reported incidents in Quarter 4 2017/18 (2,276) compared to Quarter 4 of 2016/17 (2,142). These figures do not include incidents reported to other agencies and support services such as district councils or housing agencies. The cumulative outturn for 2017/2018 of 9,525 incidents is 3% away from the 2017/2018 target of 9,824 incidents. This measure has not achieved the target each quarter in 2017/18. Domestic abuse support services have recently been recommissioned for victims of domestic abuse. The new contract with West Lindsey Domestic Abuse Service (WLDAS) will commence on 1st August. The Safer Communities Service is working closely with WLDAS during the implementation period, including looking at how hospital based Independent Domestic Violence Advisors services could be delivered within budget, which will also probably see improved reporting of domestic abuse. (Measure 7)
- 'Primary fires' there has been an increase of 51 primary fires (up from 1,042 to 1,093 - 5% increase) compared to last year. There have been small fluctuations across a variety of property types but, in the main, the increase can be attributed to a rise in vehicle fires (up from 258 to 280 – 8.5%) and dwelling fires (up from 384 to 409 – 6.5%). It is, however, pleasing to see that fires in both prisons and restaurants/cafes have almost halved (prisons – down from 32 to 17, restaurants/cafes – down from 18 to 10), and fires in schools/colleges have also seen a significant reduction – down

from 13 last year to only 4 this year. In addition to the Home Safety Check programme, we continue to deliver four main campaigns throughout the year, all targeted at reducing fires in dwellings. The Arson Task Force continue to work toward reducing the number of vehicle fires. (Measure 19)

- 'Deliberate primary fires' there has been a small increase (19) in deliberate primary fires compared to last year (227 to 246 - 8.4%). Whilst we have seen some small fluctuations across several property types, the increase can largely be attributed to vehicle fires (94 to 115) and dwelling fires (26 to 36), yet fires in prisons have decreased compared to last year (27 to 16). The Arson Task Force continue to co-ordinate local Policing Teams with community safety activities aimed at reducing deliberate fires. (Measure 21)

Protecting and sustaining the environment

A summary of the 2 measures that did not achieve the target in Q4 for Protecting and Sustaining the environment Commissioning Strategy are:-

- 'The Household Waste Recycling Centre (HWRC)', the overall total for 2017/18 is 71.8% compared with a target of 75%. The spring weather was particularly adverse this year which has led to a reduction in composting and has contributed to the overall fall in the rate. As previously reported, the processing of some materials has been moved down the waste hierarchy from recycling to recovery. The Environment Agency has concerns around some materials being stored which have reduced the available recycling outlets in Lincolnshire. It should be noted that some of the data for Q4 is still incomplete, so a number of estimates have been used in the year to date figure. This measure has not achieved the target each quarter in 2017/18. (Measure 76)
- 'Household waste recycled' The tonnage is down by approximately 14k tonnes compared to 2016/17; much of that difference (approximately 7k tonnes) was seen in Q4. This is largely due to an increase in reported levels of contamination of the mixed dry recycling compared to 2016/17 and a reduction in green waste composted because of adverse weather conditions in February and March. All Waste Collection Authorities (WCA's) now charge for green waste collections and this may also reduce the total green waste collected. This measure has not achieved the target each quarter in 2017/18. (Measure 78)

Open Report on behalf of Richard Wills, Executive Director for Environment and Economy (responsible for IT)

Report to:	Executive
Date:	03 July 2018
Subject:	Access to the Public Sector Network
Decision Reference:	I015986
Key decision?	No

Summary:

This Report sets out the options for securing continued access to the Public Sector Network and seeks approval to secure such access through an extension to the existing contractual arrangements procured and delivered through the East Midland Public Sector Network companies as explained in the Report.

Recommendation(s):

That the Executive:

(1) approve the Council continuing to secure access to the Public Sector Network through a continuation of the existing arrangements delivered by KCom secured by an extension of the existing Infrastructure Agreement between KCom and EMPSN Infrastructure Limited to 31 October 2022.

(2) delegate to the Executive Director of Environment and Economy, in consultation with the Executive Councillor for Highways Transport and IT, the taking of all steps and the approval of all documentation necessary on the part of the Council to give effect to the above decision.

Alternatives Considered:

Not to extend the existing arrangements. This would require a complex procurement process to secure alternative means of access to the Public Sector Network making significant demand on the Council's resources.

Reasons for Recommendation:

The existing arrangements provide good performance and value for money and constitute a stable element of the Council's overall IT arrangements. Those arrangements, including the proposed extension to 31 October 2022, were procured through a compliant EU procurement process and therefore the

proposed extension can lawfully be pursued without a further procurement. Any alternative means of access to the Public Sector Network would require a procurement process that would be complex and require significant Council resources to achieve. The Council's available IMT, Commercial and procurement resources are required to pursue other workstreams within the area of IMT that are more pressing than the Public Sector Network given that it is performing well. The risk of failure of those other workstreams would increase if a major network procurement was undertaken at the same time. In addition, the landscape of future public sector network provision is changing especially in the area of health and social care.

The proposed extension to existing arrangements will allow the Council to take advantage of the stability of existing arrangements whilst alternative developments both in terms of the Council's own IT and those being pursued by other public sector entities to be implemented and mature prior to decisions being taken by the Council as to its long terms requirements for network services.

1. Background

The Public Sector Network

1. The Public Sector Network (PSN) is a network that connects public organisations to each other, enabling various services to be provided through the network, while maintaining end to end quality, security and integrity. The PSN is separated from the Internet and therefore offers additional security and resilience beyond that of the Internet, e.g. it is less vulnerable to cyberattacks which can be used shut down Internet services and websites.
2. LCC currently accesses the PSN through regional arrangements that operate under the name of East Midlands Public Sector Network (EMPSN). The Council principally uses the EMPSN network to connect its physical sites across the county. The network connects all of the Councils sites, including schools, and provides a trusted connection to Central Government. The Council operates many corporate services through this network such as email, document/file transmission etc, and so continued provision of the network is essential.
3. The numbers of connections are significant which means moving to an alternative provider could be a significant undertaking – figures below:
 - 18 x 1Gbps Exchanges in Lincolnshire
 - 27 x 100Mbps Satellite Exchanges in Lincolnshire
 - 20 + 2 Backhauls Glaisdale & Node 4 1Gbps Links to reach national services
 - 22 x 100Mbps Links
 - 594 x connections at various speeds of which;
 - 245 are Corporate

- 349 are Education

Current Arrangements – Company Structures

4. The Council receives its PSN services through arrangements entered into with two Teckal companies, EMPSN Services Ltd and EMPSN Infrastructure Ltd. Both companies were formed by Local Authority members and are Companies limited by guarantee. The Council is a member of both companies. EMPSN Services Ltd in paragraph is not central to the decision described in this Report so is not described in detail here.
5. EMPSN Infrastructure Ltd on the other hand was incorporated in February 2012 to hold the EMPSN regional infrastructure assets and enter into the contracts designed to secure the delivery of a Public Sector Network using those assets as described in this Report.
6. EMPSN Infrastructure Ltd is limited by guarantee with the liability of each member for payment of debts of the company limited to £1 in the event of the Company being wound up. The company was formed by Derbyshire County Council, Leicester City Council, Leicestershire County Council, Northamptonshire County Council and Lincolnshire County Council. In 2016 Northamptonshire County Council resigned as an owner of the Company; the Company is now owned by the remaining 4 Local Authorities. The minimum number of members of the company is one.
7. Each member is entitled to appoint a director. The Council's director is John Wickens, Chief Digital Officer. The decision-making of the company is split between matters that can be decided by the Board and decisions that are reserved to the members in general meeting. Any matter of the company which exclusively affects any single member's ability to attain or fulfil its public interest objectives in full at all times requires the consent in writing of that member.
8. The EMPSN Infrastructure Ltd latest accounts, to 31 March 2017, filed at Companies House, show a turnover in excess of £159k with a profit (after taxation) of £82k. The balance sheet shows retained earnings of £179k as at 31 March 2017. The company does not employ any staff.

Current Arrangements – Contractual Structure

9. EMPSN Infrastructure Limited contracts with KCom under what is called the Infrastructure Agreement (IA). Under the IA KCom have agreed to:-
 - supply and build the EMPSN network
 - operate, maintain, manage and develop the EMPSN network
 - enter into Member Services Contracts with any of the local authority members of EMPSN Infrastructure Limited who wish to do so for the delivery of services in connection with the EMPSN network;
 - act as a wholesaler to permit connection to the EMPSN Network to other retail service providers including Virgin Media
 - enter into a Framework Agreement with EMPSN Services Limited to enable end users such as schools to purchase certain services from KCom.

10. The Infrastructure Agreement commenced on 1 November 2012 and expires on 31 October 2019 (the Initial Term). The Initial Term can be extended by EMPSN Infrastructure Limited at any time prior to the expiry of the Initial Term by giving not less than 20 Business Days prior written notice to KCom to expire no later than the expiry of the Initial Term. The Initial Term can be extended by such period as is mentioned in the notice subject to a maximum extension period of 3 years.
11. LCC is a Contracting Member of EMPSN Infrastructure Limited which means that, in addition to the IA between EMPSN Infrastructure Limited and KCom, LCC has a direct contract with KCom (the Member Services Contract) for the provision of network connectivity, access services, application services and integration services all as described in a KCom Service Catalogue. LCC pays for those services in accordance with a Price Book maintained under the IA.
12. EMPSN Infrastructure Limited manages the Member Services Contract as agent for LCC and is a party to the Member Services Contract for that purpose.
13. LCC is the only member of EMPSN Infrastructure Limited that has a direct contract with KCom in this way. The term of the Member Services Contract is the same as the IA and is automatically extended if the IA is extended.
14. Generally a member can leave EMPSN Infrastructure Limited on giving 6 months' notice to expire on 31 March. However, as a Contracting Member LCC must remain a member of the company for as long as its Member Services Contract remains in force – i.e. until 31 October 2019 if the IA is not extended – 31 October 2022 if it is. The minimum membership of EMPSN Infrastructure Limited is one member so if other members left the company LCC would have to remain the sole owner of EMPSN Infrastructure Limited until the expiry of the term of its Member Services Contract.
15. The decision whether or not to extend the IA contract with KCom is a decision for the company and not the Council. It is not explicitly identified as a reserved matter. It is therefore a decision for the Board of Directors of the Infrastructure company. This Report seeks approval from the Council that it wishes to secure access to the Public Sector Network through the existing arrangements. If that is what the Executive decide steps will be taken to secure the extension of the contract through the company.

Analysis

- 16 As set out above, unless steps are taken to extend existing arrangements the Council would need to take alternative steps to ensure its access to the Public Sector Network. This would, due to the values involved, require a procurement process to be undertaken. This would be a particularly complex process as it was when the existing Agreement was entered into in 2012. In particular specialist legal input was required to ensure that the resulting contract took due account of all communications regulatory requirements and dealt with the risks associated with the transfer of equipment.

- 17 This is at a time when there are significant demands on the Council's IMT, commercial and procurement resource in terms of:-
- maintaining and improving performance and resilience of the Council's IT platform and services;
 - delivering project work including transformational projects related to areas such as the web and channel shift;
 - exploring options for the future delivery of corporate support services beyond the initial term of the Serco contract including the future of ABWON as the Council's ERP system and the future delivery of IMT to the Council;
 - supporting delivery of the chosen options.
- 18 Each of these demands in itself is inherently risky due to their technical and commercial complexity and carries significant risk to the Council if not carried out successfully. It is the judgment of officers that a Public Sector Network procurement is not within the capacity of the available resource and that to place further demand on the available resource would lead to an unacceptable risk of unsuccessful delivery across these initiatives including in relation to the Public Sector Network.
- 19 In addition to this there is a high degree of uncertainty in terms of the future direction of IMT for the Council. Part of this concerns the Council's own position. In particular the future of the IMT services currently delivered by Serco has not yet been decided.
- 20 In addition there are developments in relation to the wider public sector IMT environment that have not yet been finalised. In particular, the Council will have to transition from the old N3 NHS network to the new Health & Social Care Network (HSCN) as part of a drive to co-ordinate the delivery of health & social care services. Potential options for achieving this would include the Health Service Community of Interest Network recently procured in Lincolnshire. However that needs time to be implemented and mature which may by the expiration of the EMPSN extension offer a strategically advantageous network service to the Council.
- 21 In addition, in the medium term many central Government applications and systems will remain on the PSN network. The Council's preferred model is to secure access to these services, and the Internet, via the same service provider to ensure best value for the broad range of services that the Council requires, e.g. Web hosting, email services, office collaboration, HR systems, and other generic "cloud" services, whilst not becoming reliant on Internet connectivity with its inherent risks and poor fix times. EMPSN would be one option to deliver this strategy cost effectively and without transition activities required of a new provider.
- 22 There are also potential future developments in relation to the EMPSN model where the companies are in discussion with potential partners to increase the scope of educational services it can provide. If the Council were to extend the

agreement it would help ensure the stability of schools connectivity and service is maintained, whilst EMPSN seek to develop those relationships.

- 23 In these circumstances it is considered that the best option for the Council would be to extend the existing arrangements as long as they deliver value for money, perform well and do not in themselves present greater risk than a procurement. The rest of this section seeks to give assurance on these points.

Performance

- 24 It is the view of the Chief Digital Officer that the current arrangement demonstrates efficiency, good value, good performance, and there are no current performance reasons to consider moving away from the current arrangement. Indeed the current arrangements for the EMPSN represent a stable element of the Council's overall IMT arrangements the maintenance of which will allow the Council to focus its attentions on other areas requiring improvement or which are going through significant change.

Value for Money

- 25 The procurement of access to the Public Sector Network through the EMPSN arrangement in 2012 delivered significant savings to both Lincolnshire County Council and schools through a consolidated broadband offer enabling greater purchasing power to be achieved. The indicative costings (corporate and schools) included in the Executive decision report of 1 November 2011 were as follows:-

Indicative Annual Connectivity Costs	Current costs £m	EMPSN £m
Corporate	1.30	0.80
Schools	3.26	1.17
Total	4.56	1.97

- 26 The present annual expenditure is circa £1.9m

Sites	2015/16 (cost for year)	2017/18 (cost for year)
Corporate Sites	£322,809	£322,393
Education Sites	£733,699	£520,414
Exchange	£1,127,471	£1,082,881
TOTAL	£2,183,979	£1,925,688

It should be noted that refresh costs are payable over and above these annual costs and are projected to be c £374k in 2018/19 as the passage of time starts to take equipment end of life. These charges are due to the Council's decision not to cover its infrastructure need via a service charge

but rather to capitalise them. This is being reconsidered separately to the basic issue of renewal.

- 27 With support from Schools Forum, a central budget was earmarked within the Dedicated Schools Grant to fund the aggregation of schools broadband services. This central budget supported the broadband costs of all Lincolnshire schools, which achieved significant economies of scale, and provided a resilient, secure and quality broadband service for all schools in delivering the schools educational goals. The centralised contract was considered to be the fairest approach for all schools since it allows schools not to be financially disadvantaged purely by their location, which is particularly important in rural Lincolnshire where broadband costs vary between schools.
- 28 EMPSN currently provide an effective brokerage function (for example, managing the various suppliers across the infrastructure and service companies) using 5 staff to service all member and customer organisations. If the Council does not extend the agreement it would have additional in-house staffing requirements in order to deliver the brokerage function itself at requiring approx. 3 FTE. The Council would also have additional client-side contract management responsibilities required to manage a direct contract relationship with a new provider (these services are not in the Serco contract). It seems unlikely that this additional cost could be offset by better pricing achieved through market testing, in addition the council would expect to incur a significant cost of transition.
- 29 There are limited providers (BT and KCOM) in the market within the Lincolnshire geography and therefore comparison with other areas where the market has more providers is challenging. Comparisons with Lincolnshire County Council's CIPFA Nearest Neighbours is problematic as other Councils do not have their PSN provided in the same way which makes direct comparison difficult if not impossible in some cases. Overall, however, it is considered that the above evidence supports a conclusion that the current arrangements do represent value for money and are competitive with any other similar arrangement that might replace them especially when the costs of change are factored in.

Risks and Issues

Reducing company membership

- 30 As indicated above, the membership of EMPSN Infrastructure Limited currently consists of Derbyshire County Council, Leicester City Council, Leicestershire County Council and Lincolnshire County Council. Also as indicated above, these other Councils do not acquire network services directly from KCom under the EMPSN Infrastructure Agreement. They do not therefore have the same drivers to remain members of the company as the Council does.

- 31 Depending on how many other member authorities remain in the company, the Council could become the sole owner. This requires the Council to consider the commercial risks of sole ownership.
- 32 As a member of both EMPSN Services Limited and EMPSN Infrastructure Limited the Council's liability on a dissolution of either company is limited to the amount of its guarantee (£1.00).
- 33 EMPSN Services Limited employs the EMPSN staff. Although the Services company is not central to the ongoing provision of the Public Sector Network, the Services company is to some extent dependent on the existing KCom arrangements for some of the services it offers to bodies such as schools. If the existing KCom arrangements do not continue this will have some impact on the Services company.
- 34 The Services company is an Admitted Body with the Northamptonshire Fund of the Local Government Pension Scheme (LGPS). Where an Admitted Body ceases to have that status the Admitted Body may become liable to make an exit payment actuarially assessed to cover any shortfall in the funding of the benefits attributable to the Admitted Body's membership of the scheme. Those returns fluctuate as does the potential amount of any exit payment. Payment of the exit payment does not impact on the staff who would still be entitled to receive their pension. If the services company did not have the resources to fund any shortfall it would fall on the Northamptonshire LGPS Fund.
- 35 EMPSN Infrastructure Limited itself employs no staff and carries no risk of pension liability. However, on termination of the Infrastructure Agreement it will remain owner of the infrastructure equipment and will bear the risk of decommissioning it or transitioning it to another arrangement. This is recognised and the company accounts include a reserve of (currently) £220,000 to meet the costs of this liability although it cannot be said at this stage whether it will be sufficient to cover the full cost. This reserve is kept under review and the company takes steps to vary the infrastructure to reflect the scale of demand. Some £246,000 was spent in 2016/17 on this kind of decommissioning which serves to manage the risk at the end of the contract.
- 36 It is not considered that the risks such as they are attaching to sole ownership of the companies or either of them are sufficient to outweigh the advantages of extending the current arrangements.

Schools

- 37 As indicated, Lincolnshire schools have been included within the main EMPSN Services contract with KCom, and are currently funded centrally via the Dedicated Schools Budget. This has significant advantages in aggregating demand and smoothing the impacts of rurality on prices if schools were left to procure alone.
- 38 The greatest risk to schools would therefore arise out of the Council not remaining with the current arrangements since the cost impacts on schools of purchasing access to the PSN individually would be considerable. As a

minimum, schools would require a period to prepare for and adjust to that change.

- 39 However, due to changes towards a National Funding Formula for schools the government is seeking to remove the freedom the Council currently enjoys (subject to Schools Forum support) to centrally retain funding for such aggregated purchasing. It is known that the DfE have agreed to the Council maintaining the current arrangement until 31 October 2019 to reflect the initial period of the EMPSN arrangement. The DfE have been approached for their agreement to those arrangements remaining in place until the end of the maximum extension of the EMPSN arrangements – i.e until 31 October 2022. If that agreement is not given the Council would be committed to making payment for the aggregated demand unless and until schools were transitioned to their own arrangements. The funding of that commitment would need to be considered but options include use of the Dedicated Schools Grant reserve subject to support from the Schools Forum or schools moving to a direct relationship with EMPSN Services Limited in a way which can manage the cost to schools as they transition to new arrangements.
- 40 In fact the inclusion of schools within the Council's aggregated demand is in the interests of the Council as if schools left emPSN in large quantities the Lincolnshire contract value would fall which would limit wider market interest if the Council were to need to procure an alternative supplier in future - extending with emPSN therefore covers the risk if the schools did move away in large numbers.

Operational Factors

- 41 For operational certainty EMPSN are pressing for a decision imminently. EMPSN are keen for an agreement to extend the contract to 2022, allowing new 3 year site connectivity contracts to be provided. Giving certainty now allows emPSN to make good investment decisions in order to remove obsolete equipment from the network.

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

There are not considered to be any equalities implications of the decision which relates solely to the mechanism by which the Council secures access to the Public Sector Network.

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 JSNA and JHWS have been considered but there are not considered to be any direct implications arising out of this decision.

Crime and Disorder

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

The matters referred to in section 17 have been considered but there are not considered to be any implications arising out of this decision.

3. Conclusion

The existing arrangements for accessing the Public Sector Network through the EMPSN regional arrangements are considered to work well and to represent value for money for both the Council and schools. In these circumstances the continuation of those arrangements through the existing contract right to extend will secure an element of the Council's IT infrastructure which is stable and reliable while other issues concerning existing performance and future development of those services are addressed. An extension of 3 years also allows the Council to assess future options for securing network services especially in the areas of health and social care.

4. Legal Comments:

The Council has the power to extend the existing arrangements as proposed. The legal issues arising out of the decision are addressed in the Report.

The decision is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

The recommendation in the report to approve the Council continuing to secure access to the EMPSN to 31 October 2022 will ensure the continuation of existing services with no disruption to service users. The existing contract secured significant savings for the Council and schools through a consolidated broadband offer, and is seen to be offering good value for money through its resilient, secure and quality service performance. The centralised contract was also considered to be the fairest approach for all schools since it allows schools not to be financially disadvantaged purely by their location, which is particularly important in rural Lincolnshire where broadband costs vary between schools.

A financial risk is present in terms of the central broadband budget held within the Dedicated Schools Grant. The government's school funding reforms to move to the National Funding Formula is removing the flexibility on Local Authorities in retaining central funds for schools. The government is allowing Local Authorities to retain historical funding commitments (through contracts) for pre 2013/14 decisions up to their end point, which the DfE have agreed to the Council maintaining the current arrangement until 31 October 2019 to reflect the initial period of the EMPSN arrangement. The DfE have been approached by the Council for their agreement to those arrangements remaining in place until the end of the maximum extension of the EMPSN arrangements i.e. until 31 October 2022.

If that agreement is not given the Council would be committed to putting alternative arrangements in place to meet this financial commitment, such as the use of the Dedicated Schools Grant reserves subject to support from the Schools Forum or schools moving to a direct relationship with EMPSN Services Limited in a way which can manage the cost to schools as they transition to new arrangements. The latter will need to be carefully managed as this will be a new cost for schools to manage (if the DfE's decision is to remove the central budget) and charges will need to be at an individual school level.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This decision will be considered by the Overview and Scrutiny Management Board on 28 June 2018 and the comments of the Committee will be reported to the Executive

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

See the body of the Report

7. Background Papers

Document title	Where the document can be viewed
Executive Report "Lincolnshire Public Sector Network" dated 1 November 2011	http://lincolnshire.moderngov.co.uk/CeListDocuments.aspx?CommitteeId=121&MeetingId=1844&DF=01%2f11%2f2011&Ver=2

This report was written by John Wickens, Chief Digital Officer, who can be contacted on 01522 553651 or john.wickens@lincolnshire.gov.uk.