

County Offices
Newland
Lincoln
LN1 1YL

27 November 2023

Executive

A meeting of the Executive will be held on **Tuesday, 5 December 2023** in the **Council Chamber, County Offices, Newland, Lincoln LN1 1YL** at **10.30 am** for the transaction of business set out on the attached Agenda.

Yours sincerely



Debbie Barnes OBE
Chief Executive

Membership of the Executive
(9 Members of the Council)

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

Councillor Mrs P A Bradwell OBE, Executive Councillor for Children's Services, Community Safety, Procurement and Migration (Deputy Leader)

Councillor Mrs W Bowkett, Executive Councillor for Adult Care and Public Health

Councillor R D Butroid, Executive Councillor for People Management, Legal and Corporate Property

Councillor L A Cawrey, Executive Councillor for Fire & Rescue and Cultural Services

Councillor C J Davie, Executive Councillor for Economic Development, Environment and Planning

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

Councillor D McNally, Executive Councillor for Waste and Trading Standards

Councillor Mrs S Woolley, Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners

**EXECUTIVE AGENDA
TUESDAY, 5 DECEMBER 2023**

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 7 November 2023		5 - 10
KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE			
5	Wellbeing Service Re-commissioning <i>(To receive a report by the Executive Director – Adult Care and Community Wellbeing which seeks approval from the Executive to procure a new contract for a revised Wellbeing Service commencing October 2024)</i>	I029631	11 - 56
NON KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE			
6	Revenue Budget Monitoring Report 2023/24 (Quarter 2) <i>(To receive a report by the Deputy Chief Executive & Executive Director – Resources which provides an update on revenue spending compared with budgets for the 2023/24 financial year)</i>	I030088	57 - 84
7	Capital Budget Monitoring Report 2023/24 (Quarter 2) <i>(To receive a report by the Deputy Chief Executive & Executive Director – Resources which provides the Executive with an update on capital investment compared with budgets for the 2023/24 financial year)</i>	I030089	85 - 108
8	Corporate Plan Success Framework 2023-24 - Quarter 2 <i>(To receive a report by the Deputy Chief Executive & Executive Director – Resources which presents the Executive with an overview of performance against the Corporate Plan as at 30 September 2023)</i>	I029357	109 - 160

9	The Director of Public Health's Annual Report 2023 - Adding Life to Years <i>(To receive the Director of Public Health's Annual Report 2023 which has a focus on Ageing Better in Lincolnshire. The Executive is requested to approve the publication of this document to Lincolnshire County Council's website)</i>	I030145	161 - 204
10	Energy Infrastructure Position <i>(To receive a report by the Executive Director – Place which invites the Executive to consider a proposed Framework for use by the Head of Planning in negotiating community benefits for energy investment projects which fall into the category of Nationally Significant Infrastructure Projects (NSIP) under the Planning Act 2008)</i>	I030807	205 - 214

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

- Business of the meeting
- Any special arrangements

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing [Agenda for Executive on Tuesday, 5th December, 2023, 10.30 am \(moderngov.co.uk\)](#)

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<https://www.lincolnshire.gov.uk/council-business/search-committee-records>



**EXECUTIVE
7 NOVEMBER 2023**

PRESENT:

Councillors Mrs P A Bradwell OBE (Executive Councillor for Children's Services, Community Safety, Procurement and Migration) (Vice-Chairman, in the Chair), Mrs W Bowkett (Executive Councillor for Adult Care and Public Health), R D Butroid (Executive Councillor for People Management, Legal and Corporate Property), L A Cawrey (Executive Councillor for Fire & Rescue and Cultural Services), C J Davie (Executive Councillor for Economic Development, Environment and Planning), R G Davies (Executive Councillor for Highways, Transport and IT), D McNally (Executive Councillor for Waste and Trading Standards) and Mrs S Woolley (Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners)

Councillors: A M Hall (Vice-Chairman of the Highways and Transport Scrutiny Committee) (via Teams), and N H Pepper (Chairman of the Public Protection and Communities Scrutiny Committee) attended the meeting as observers.

Officers in attendance:-

Debbie Barnes OBE (Chief Executive), Andrew Crookham (Executive Director Resources), Jonathan Evans (Senior Project Leader), Nicole Hilton (Assistant Director - Communities), Emma Krasinska (Programme Manager - Public Health), Martin Samuels (Executive Director - Adult Care and Community Wellbeing), Heather Sandy (Executive Director of Children's Services), Anne-Marie Scott (Assistant Director - Prevention and Early Intervention), Professor Derek Ward (Director of Public Health), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and Rachel Wilson (Democratic Services Officer)

33 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor M J Hill OBE.

Apologies for absence were also received from Andy Gutherson, Executive Director – Place.

34 DECLARATIONS OF COUNCILLORS' INTERESTS

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

35 ANNOUNCEMENTS BY THE LEADER, EXECUTIVE COUNCILLORS AND EXECUTIVE DIRECTORS

The Executive Councillor for Adult Care and Public Health welcomed Martin Samuels, Executive Director for Adult Care and Community Wellbeing, to the meeting and advised that he came into post on 1 November 2023.

The Executive Councillor for Economic Development, Environment, Planning provided an update on the flooding following Storm Babet, which had been a major event for Lincolnshire. It was confirmed that 583 properties in Lincolnshire had been flooded internally, including four school sites. There had also been hundreds of near misses. It had been a substantial event and would place enormous pressure on the authority's S19 work. It was likely that this was not the final number of flooded properties and there was still flooding in various parts of the county which had been causing local issues. It was expected that it would take a considerable amount of time to resolve some of those issues. It was noted that it was likely to be a challenging winter and it was hoped that there would be no further similar events as the ground was already saturated.

36 MINUTES OF THE MEETING OF THE EXECUTIVE HELD ON 3 OCTOBER 2023

RESOLVED

That the minutes of the meeting held on 3 October 2023 be signed by the Chairman as a correct record.

37 HIGHWAY WORKS, PROFESSIONAL SERVICES AND TRAFFIC SIGNALS CONTRACT EXTENSION

The Executive Councillor for Highways, Transport and IT introduced a report which set out the proposed extension options to the three main highways delivery contracts – Highways Works, Professional Services and Traffic Signals which delivered the majority of works undertaken by the Highways Service for Lincolnshire County Council.

The Head of Highways Client and Contractual Management Services guided the Executive through the report and explained the main areas of focus for each of the three contracts as well as the efficiency initiatives and the contract refresh process.

Councillor A M Hall, Vice Chairman of the Highways and Transport Scrutiny Committee was in attendance via Microsoft Teams to present the comments of the Committee following its consideration of this item at its meeting on 30 October 2023. The Committee had unanimously agreed to support the recommendations to the Executive. During consideration of the report, members had raised concerns about the lack of apprenticeships for local residents and young people in high-volume contracts and suggested that contracts of this size should provide a more significant number of apprenticeship opportunities.

The Committee also sought clarity around the budget pressures of £1,785,987 and regarding the potential costs associated with not renewing the traffic signals term contract and opting for a new contract.

During discussion by the Executive, the following was noted:

- This approach was supported and it was commented that it would address the challenges that would be faced over the duration of the contract.

- Further information was sought regarding apprenticeships and the number of care leavers on contract. Officers advised that there were a number of social value commitments within the contract. There were 12 apprentices and two care leavers working on the Balfour Beatty and WSP contracts, out of the two care leavers, one has now been employed on a permanent basis and the other carried out a work experience placement. WSP also mentored care leavers who were looking to secure employment.
- Clarification was sought regarding the 45-hour working as part of the Balfour Beatty efficiency initiatives and whether that meant a change of contracts for existing staff and if any issues with retaining staff were expected. Officers advised that the required processes had been carried out and across the company there was a variety of different terms and conditions for staff. The new hours would apply to new staff joining the company. This, in time, would help improve the consistency of the terms and conditions across the workforce so that it would be standardised by 2032. Existing employees had also been offered the option to transfer to the new contract. It was also noted that steps were being taken to ensure that staff who had similar working hours were working together to maximise efficiency.

RESOLVED

1. That the progress made and the outcome of the contract refresh procedure be noted.
2. That the proposed extension of the Highways Works contract with Balfour Beatty, to increase the contract duration to the 31 March 2032 by offering an additional 6 year term on the revised terms outlined within the report, be approved.
3. That the proposed extension of the Professional Services contract with WSP, to increase the contract duration to the 31 March 2028 by offering an additional 2 year term, be approved.
4. That authority be delegated to the Executive Director – Place, in consultation with the Executive Councillor for Highways, Transport and IT, to take all decisions and enter into all documentation necessary to give effect to the extensions referred to in paragraphs 2 and 3 above.
5. That the re-procurement of the Traffic Signals Contract to commence on 1 April 2026, be approved.
6. That authority be delegated to the Executive Director – Place, in consultation with the Executive Councillor for Highways, Transport and IT, to take all decisions necessary to progress the procurement of the replacement arrangements referred to in paragraph 5 above, to include choice of procurement procedure, scope of the services and the terms of all necessary legal documentation and to approve the final form and the entering into of all contracts and other legal documentation necessary to give effect to the replacement contract.

38 FUTURE FUNDING FOR CITIZENS ADVICE

The Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners introduced a report which detailed the outcomes of a comprehensive review of Citizens Advice in Lincolnshire carried out by Adult Care and Community Wellbeing in conjunction with district council and NHS partners. Options for future funding mechanisms were also explored with the Commercial Team, People Services and Legal Services.

The Executive Director – Adult Care and Community Wellbeing guided the Executive through the report and explained the complex picture and influencing factors which were revealed by the review. These included that there were three different Citizens Advice branches within Lincolnshire which were delivering advice and support. Each was a separately constituted charity. Citizens Advice Lincolnshire (CAL) was the overarching charity formed to facilitate co-operation between the Lincolnshire branches and received the grant funding from Lincolnshire County Council. It was also highlighted that there were multiple funders with different funding arrangements including district councils. The core funding provided by LCC and the districts enabled CAL to generate further funding, the majority of which was restricted to specific projects which allowed CAL to provide a wider range of services for the benefits of residents. The Executive was also advised that generally these services were performing well across the county.

Councillor N H Pepper, Chairman of the Public Protection and Communities Scrutiny Committee was in attendance to present the comments of the Committee following its consideration of this report at its meeting on 31 October 2023 where it unanimously agreed to support the recommendations to the Executive. During discussion the Committee raised queries around the grant funding agreement and supported the continuation of the funding and the recommendation to move to a three-year grant funding agreement with annual increases in line with the National Living Wage. Disappointment was expressed that the level of funding would only increase by £17,236 on 1 April 2024, however it was noted that this reflected the 6.2% increase in the National Living Wage, and it was also highlighted that Lincolnshire County Council was one of a number of funders of the Citizens Advice Service in Lincolnshire.

The Executive was fully supportive of this report and it was noted that this was a service which was needed at this time, as there were a lot of people who were struggling financially. This was a good service which was valued by residents and one which had been struggling since the pandemic to recruit volunteers.

RESOLVED

1. That the issue of a new Grant Funding Agreement with Citizens Advice Lincolnshire to continue the Citizens Advice Services across Lincolnshire for a further period of three years between 1 April 2024 and 31 March 2027 be approved, commencing at a value of £295,236 from 1 April 2024 and increasing annually in line with the National Living Wage.

2. That authority be delegated to the Executive Director for Adult Care and Community Wellbeing, in consultation with the Executive Councillor for NHS Liaison, Integrated Care System, Registration and Coroners, to determine the final form and the entering into of the Grant Agreement.

3. That the proposal to continue work with Lincolnshire's District Councils to develop a countywide collaborative and jointly funded approach to funding Citizens Advice Services across Lincolnshire following the conclusion of the proposed 3-year agreement, be approved.

The meeting closed at 11.09 am

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**Open Report on behalf of Martin Samuels,
Executive Director - Adult Care and Community Wellbeing**

Report to:	Executive
Date:	5 December 2023
Subject:	Wellbeing Service Recommissioning
Decision Reference:	I029631
Key decision?	Yes

Summary:

The Lincolnshire Wellbeing Service is one of a range of services commissioned by the Council to help local people maintain their independence and prevent escalation of their needs. It is a service which contributes significantly to the Council's prevention duties within the Care Act and the Council's aspirations for local people expressed in local strategies.

The County Council has commissioned a Wellbeing Service since 2014. The service was last recommissioned in 2018. The current contract has been extended to 30 September 2024 subject to a review during 2022-23.

The current service comprises these key elements: Assessment, Generic Support, Telecare Response, Small Aids for Daily Living (SADL), Resettlement and Hospital In-reach. Each of these is described in the body of this report.

To support decision making about the future scope, commissioning and procurement of this service, a commissioning review has been undertaken covering: learning from current service delivery, performance against contract measures and assessment of future demand alongside benchmarking against similar services elsewhere.

Initial market engagement has also been undertaken to understand market attitude to the service model. The review findings have been considered alongside stakeholder feedback, best practice guidance, current legislation, local and national strategies and the development of other local services during the life of the current contract.

The report presents the case for recommissioning a countywide Wellbeing Service, but with changes to the elements of the service to incorporate the findings of the review. The report seeks approval from the Executive to procure a new contract for a revised Wellbeing Service commencing October 2024.

Recommendation(s):

That the Executive:

1. Approves the commissioning of a countywide Wellbeing Service for people aged 18 and above, generally as described in section 1.6 of the Report.
2. Approves the undertaking of a procurement to establish a contract to be awarded for this service, effective from October 2024.
3. Delegates to the Executive Director for Adult Care and Community Wellbeing, in consultation with the Executive Councillor for Adult Care and Public Health, the authority to determine the final form, and approve the award of the contract.

Alternatives Considered:

1. Recommission the service on a like for like basis

- Whilst the review indicated the current service performed well against the contract and specification, some elements of the service are sub-optimal and pathways into it have become outdated.
- Like for like recommissioning, or extending existing contracts, would be a lost opportunity to redesign the service in line with the review findings.
- The demand for the current service model is forecast to increase to beyond the capacity of the current model, so redesign and efficiencies are required to mitigate this risk.

2. Bring all, or some components, of the current service in-house

- The assumed best fit would be with elements of adult care, but this approach would blur the boundaries between statutory and non-statutory services. This risks referrals for non-statutory services moving into statutory provision at a faster rate than an external delivery model.
- Integrating functions with existing internal services would result in disruption to those service structures and models.
- Significant TUPE liability and capacity risks would arise from mandatory transfer of staff into the organisation.
- From the analysis undertaken a robust business case for in-house provision cannot be evidenced.

3. Do nothing – no longer commission a Wellbeing Service in Lincolnshire

- Whilst this would deliver short term saving, it will lead to a proportion of the 9,000 people referred to the service each year entering higher-cost regulated services immediately, or earlier than if the Wellbeing Service support were available.

- The service supports the Council to deliver a range of its prevention duties, the outcome and value of which are clear in the service review findings.
- The service is highly regarded by service users and stakeholders and ceasing it would be unpopular and damage the Council's reputation.

Reasons for Recommendations:

1. The Wellbeing Service is an established and valued component of the prevention offer to Lincolnshire's residents. It supports the Council's prevention responsibilities under the 2014 Care Act and the Corporate Plan priority of enabling people to have fulfilling lives with independence and access to the right support at the right time. The service is equally aligned to the prevention and tackling inequalities shared aims of Better Lives Lincolnshire and the Joint Health and Wellbeing Strategy. The service is ideally positioned to support future integration initiatives that improve the population's health and wellbeing.
2. The service has evidenced its contribution to reduce and delay deterioration into higher-cost services across the current contract term. It has diverted and managed the needs of significant numbers of people, benefitting individuals as well as reducing costs to social care and the NHS.
3. Service user and stakeholder engagement has demonstrated clearly that a service of this type offers significant support to service user outcomes. The current service has consistently demonstrated that 98% of service users are successfully supported, with support to 'maintain independence' the most requested outcome area.
4. The revised service model proposed seeks to focus resources on the elements that are performing well, are proven in evidence base and best aligned to the strategic aims of the service. It will help reduce duplication with services commissioned elsewhere and release some resources to assist in management of demand and cost pressures.
5. The redesign will help to release some resources by removing less effective elements of the service, seeking to divert some routine needs to other services and building in more controls to access, enabling the service to be recommissioned within the existing budget.

1. Background

1.1 Legislation and National Guidance

The Care Act 2014 places a 'prevention duty' on local authorities which requires them to help to improve people's independence and wellbeing. It makes clear that local authorities must provide or arrange services that help prevent people developing needs for care and

support or delay people deteriorating such that they would need ongoing care and support. In taking on this role, local authorities need to work with their communities and provide or arrange services that help to keep people well and independent. This should include identifying the local support and resources already available and helping people to access them.

Local authorities should also provide or arrange a range of services which are aimed at reducing needs and helping people regain skills, for instance after a spell in hospital. They should work with other partners, like the NHS, to think about what types of service local people may need now and in the future.

The NHS Long Term Plan 2019 sets out the long-term ambitions for preventative services like the Wellbeing Service. One of these ambitions, reflected in the aims of the Lincolnshire Integrated Care System (ICS), is to support people to age well by bringing together different professionals to coordinate care better, helping more people to live independently at home for longer, developing more rapid community response teams to prevent unnecessary hospital spells, speed up discharges home, and give more people more say about the care they receive and where they receive it.

The Wellbeing Service is a central mechanism for meeting the Council's prevention duty by supporting residents to identify and access local support and resources with an explicit focus on and evidenced improvement in independence for service users.

The Health and Care Act 2022 put the Care Quality Commission's (CQC's) assurance of adult social care authorities on a statutory footing from 1 April 2023. This assurance framework includes a range of themes which relate to the 2014 Act's prevention duty. They include: 'Supporting People to Live Healthier Lives; Prevention; Wellbeing and Information and Advice'. The Wellbeing Service has recently been part of a pilot review of the Council's adult care provisions, alongside other services designed to support this prevention duty and initial feedback is expected soon, although it seemed to be very well received by inspectors.

1.2 Lincolnshire Business Drivers

Lincolnshire County Council's Corporate Plan identifies key ambitions, one of which is to enable everyone to enjoy life to the full. This is underpinned by the design of an accessible and responsive health and care system within local communities, protecting people, and promoting wellbeing, whilst promoting the support offered to our communities to enable them to be self-sufficient and thriving. The Wellbeing Service provides an 'anchor' set of services and pathways to support local people achieve these ambitions.

The Integrated Care Partnership Strategy's (2023) emerging shared ambition for Better Lives Lincolnshire, by 2030, is: 'For the people of Lincolnshire to have the best possible start in life, and be supported to live, age and die well.'

The aims of the Strategy that set the strategic direction up to 2025 are to:

- Focus on prevention and early intervention.
- Tackle inequalities and equity of service provision to meet population needs.
- Deliver transformational change to improve health and wellbeing.

- Take collective action on health and wellbeing across a range of organisations.

The NHS Lincolnshire Joint Forward Plan 2023–2028 describes the priorities that Lincolnshire’s NHS and its partners will jointly focus on over the next five years to meet the population’s physical and mental health needs, in the context of the overall ICS ambition and aims. These priorities are a new relationship with the public; living well, staying well; Improving access; Delivering integrated community care; and a happy and valued workforce.

1.3 Current Services Summary

Lincolnshire’s Wellbeing Service (WBS) provides a range of component service elements designed to promote adults' (aged 18+) ability to live fulfilling, active and independent lives.

The WBS is preventative in focus, and aims to:

- Improve or prevent the deterioration of individuals’ health, wellbeing, and overall quality of life;
- Enhance independence at home, improve individuals' ability to self-care and access appropriate supporting structures and community resources;
- Reduce or delay escalation to statutory support services.

The service currently comprises the following elements, delivered countywide:

- **Assessment** - A person-centred and strength-based assessment of all eligible individuals referred into the service, exploring the needs and outcome areas they are seeking support to improve. The assessment informs the development of a tailored support plan.
- **Generic Support** - Up to 12 weeks of generic support based on the individual’s self-identified outcomes and needs identified through their assessment. This may include advice, connection and signposting to community resources, other relevant services and/or direct support to meet individual needs.
- **Telecare Response Service** - Provision of a visit to the home of a service user, who has subscribed and pays for this service, in response to a request from a telecare monitoring provider. For subscribed service users this is offered 24 hours, 7 days per week (generally where no informal carer has been or can be identified to attend). The countywide deployment of trained responders can assess and assist with a range of needs including non-injury falls, as well as providing support and reassurance in emergency situations.
- **Small Aids for Daily Living** - Rapid installation of items of preventative equipment, known as small aids for daily living (SADLs), and installing minor adaptations which are supportive to the wellbeing and independence of the service user. The costs of the equipment are met by the individual, who may source these independently or through stocks held and supplied by the Provider. Installation and support to utilise them is provided by the service free of charge.
- **Resettlement Service** – Working with health and care partners to visit and support individuals returning from a hospital stay to resettle into their home. Activities might include turning on the heating, ensuring food and drink is available, unpacking

belongings and medication. This service is available between the hours of 10am to 10pm daily via referrals from acute and community hospital teams countywide.

- **Hospital in-reach** – A supporting role in hospital discharge pathways where service users' discharges could be supported by elements of the Wellbeing Service or connection with wider services.

1.4 Eligibility for Service

The core service eligibility criteria apply to the assessment, generic support and SADL adaptations components of the WBS. To be eligible for these components an individual will have met four or more of the criteria below:

- Over 65 years old
- Unable to manage a long-term health/medical condition
- Regular GP visits for the same medical condition or for non-medical reasons
- Unplanned hospitalisation/A&E attendance within the last 90 days
- Accessed/made use of the Council's social care service in preceding 12 months (assessment, day care, home care, reablement or residential care)
- Bereavement of spouse or partner or divorce within the past year
- A fall in the past three months (either at home or away from the home)
- Unable to manoeuvre around the home safely
- Lack of social support and/or interaction with family, friends, carers, or experiencing feelings of isolation
- Experiencing feelings of stress, depression or anxiety affecting mental health and wellbeing
- Work, education, or volunteering cannot be sustained
- Unable to manage money or in considerable debt

Analysis of referral data indicates that well over 90% of individuals seeking or referred to the service are eligible for support, with individuals on average meeting 5.8 service criteria in the last two contract years.

The most identified criteria during this period remained consistent as stress related concerns, mobility around the home and being over the age of 65. During the initial contract term service eligibility was amended to enable people with a learning disability and/or Autism to access the service irrespective of the above criteria as part of a joint initiative between the Provider and LCC Practitioners to improve awareness and utilisation of the service.

Eligibility for the resettlement service is at the discretion of hospital discharge teams and partners for people who are leaving hospital with relevant needs. The telecare response service is available to Lincolnshire residents who receive telecare and subscribe to the service.

The current service Provider has also played a significant role as a strategic partner in supporting the local government, health, and care system to support vulnerable people in emergency situations. These include flooding incidents, the Coronavirus pandemic response and support to Afghan refugees and Ukrainian guests in Lincolnshire.

1.5 Commissioning Review

Contract Utilisation

Over the initial 5-year contract period from April 2018 to March 2023, there have been over 39,000 referrals into the core elements of the Wellbeing Service (i.e., Assessment, which may lead to a period of generic support and/or SADLs).

Figure 1: Core Service Referral Volumes Contract Years 1 to 5

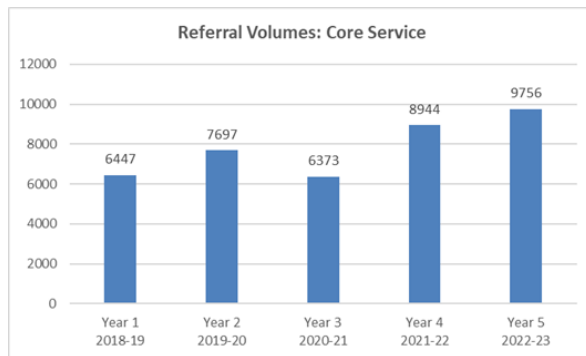


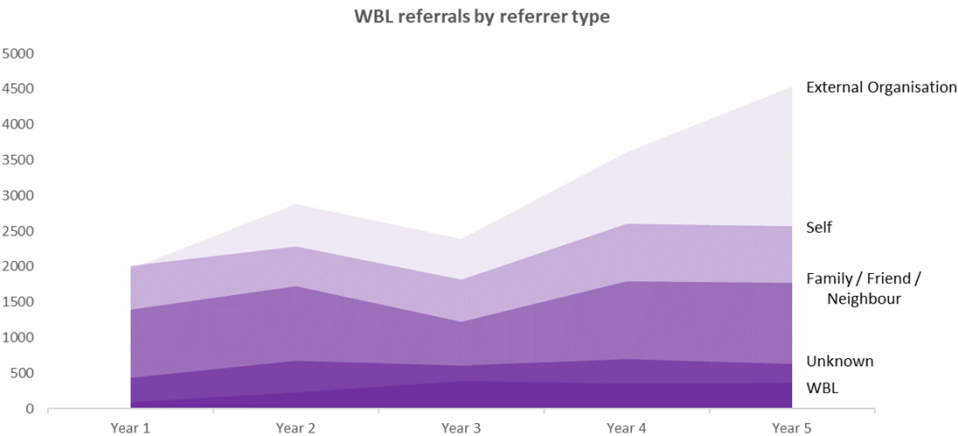
Figure 1 presents the trend of referral volumes increasing year on year, except for 2020-21 due to the Coronavirus pandemic. Referrals increased 40% from Year 3 to Year 4 as the service and referral partners recovered from the disruption caused by the pandemic. Further increases of 9% were experienced between Year 4 and 5 with the highest referral volumes to date recorded in March 2022, potentially linked to recent cost-of-living challenges.

Overall, the service has experienced a 51% growth in referrals from Year 1 to Year 5. Referral volumes show some seasonal variation but are consistent across the year.

Referral pathways into the core service have evolved during the lifetime of the current service. At contract commencement, the predominant referral route (for both professional and self-referrals) was via the dedicated service telephone line, managed through the Customer Service Centre (CSC). As the service transitioned to full case management via Mosaic in 2019 this facilitated direct (in system) referrals from some professionals. As a result, professionals completing Mosaic screening has increased from 9% in Year 2 to 13% in Year 5.

The service has also introduced electronic referrals for professionals who do not currently have access to Mosaic (including GPs). This referral route has also increased from 3% of all referrals when launched in Year 3 to 13% in Year 5.

Figure 2: Core Wellbeing Service Referrals Year 1 to 5



During the initial 5-year contract term, 39% of people have been referred into the service by professionals. The top 5 teams/organisations referring into the service are Adult Care, GPs, LPFT, Occupational Therapy and United Lincolnshire Hospital Trusts (ULHT). Self-referrals account for 28% of total referrals followed by referrals made by family/friend/neighbour. Over the past five years there has been an increase in the proportion of referrals being referred by professionals and a decrease in the proportion of self-referrals and referrals by friends and family. External organisations have an average annual growth rate (AAGR) of +26% which is greater than the +13% AAGR of overall referrals.

This growth reflects how the service has become embedded across the health and social care landscape supported by the work of the Wellbeing Service’s Partnership and Network Development Officers and improved referral pathways.

Assumed volume projections for some of the service elements were established at contract commencement in 2018. These were based on a predicted growth of 2.5% per component per year and were informed by previous service data. Figure 3 below sets out the percentage of projected volumes realised over the initial five-year contract term.

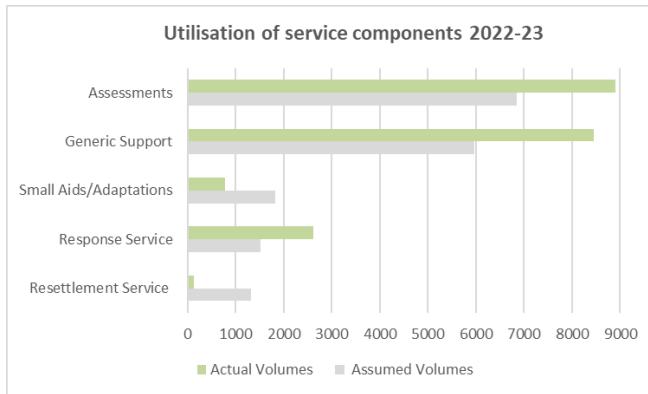
Figure 3: Percentage of Assumed Service Volumes Realised

Service Element compared to original volume levels	Year 1 2018-19 %Volumes	Year 2 2019-20 %Volumes	Year 3 2020-21 %Volumes	Year 4 2021-22 %Volumes	Year 5 2022-23 %Volumes
Assessments	82%	90%	76%	115%	130%
Generic Support	94%	103%	87%	134%	142%
Small Aids/Adaptations	34%	47%	28%	50%	43%
Response Service	55%	98%	110%	146%	172%
Resettlement Service	5%	7%	2%	13%	10%

Analysis of utilisation within the service components has highlighted that elements of Assessment, Generic Support and Telecare Response have exceeded projected volumes in the previous two contract years. In 2022-23, 8,900 assessments were conducted by the

service, over 2,100 more than projected representing a 7% increase on the previous year, well above the 2.5% year on year growth modelled in the contract. Conversely, the resettlement and SADL service elements have experienced lower than anticipated demand as illustrated in Figure 4 below.

Figure 4: 2022-23 Volumes and Utilisation of Service Components



Contract Performance and Outcomes

The current Wellbeing Service contract is monitored against seven Key Performance Indicators (KPIs) the annual performance of these across the initial contract term is set out in Table 1 below. Overall, the Provider has maintained a good level of performance across the range of stretching targets. This includes strong delivery against the timescale indicators despite the increased demand outlined above for Assessments, Generic Support and Telecare Response.

The proportion of individuals referred during each contract year who subsequently receive long term funded support and/or adult care support has remained below the target level of less than 5%. This suggests, given the demographic profile of those accessing the service, the service positively contributes to preventing or delaying escalation to statutory support services.

Table 1: Contract Performance Year 1 to Year 5

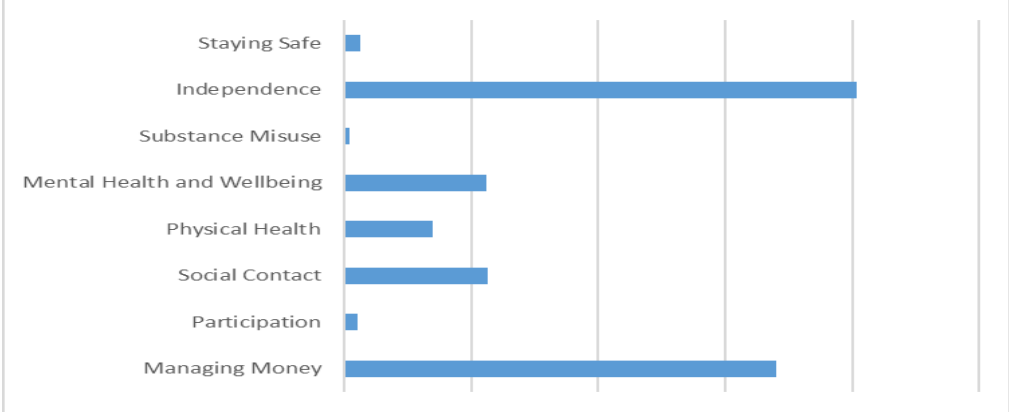
Key Performance Indicator	Target	Year 1 18-19	Year 2 19-20	Year 3 20-21	Year 4 21-22	Year 5 22-23
Service users supported to achieve an overall improvement across their outcomes	98%	96.4%	97.3%	99.4%	99.1%	98.9%
Overall improvement in all outcomes across all service users	200%	180.1%	305.3%	315.3%	338.2%	330.2%
Service users who go on to receive long term support from ASC post service intervention	>5%	3.1%	0.4%	2.6%	0.7%	TBC
Telecare call outs attended within 45 minutes of alarm being notified	90%	48.3%	80.3%	86.2%	90.6%	88.6%
Assessments which take place within 7 days of referral	90%	51.5%	53.3%	97.7%	88.8%	92.8%
Generic support sessions which take place within 10 days of assessment	95%	81.4%	86.6%	98.1%	94.0%	89.7%
Non-urgent SADLs installations fitted within 7 days of referral	90%	51.4%	70.8%	88.6%	83.3%	72.8%

The key service user outcome measure, linked to the Council Business Plan, has consistently demonstrated that individuals are achieving an overall improvement in their outcomes

through service interventions. Service users' outcomes are self-identified as part of their assessment across the eight domains shown in Figure 5.

This identifies the outcomes of 'independence' and 'managing money' are overwhelmingly the most frequent outcomes individuals seek support with. The overall pattern identified within this analysis can inform the priorities of the service going forward.

Figure 5: Outcome domains by frequency of identification Year 1-5



Engagement Findings

Over 300 responses (ranging from those aged 18 – 84) were received through the engagement activities carried out as part of the service review. Overall, feedback was very positive, and the service considered well run, supportive and appreciated by service users and professionals. The work the service provides to keep people independent, prevent hospital admission and relieve pressure on higher cost health and care services was valued greatly. The importance of the role the service plays in keeping people safe at home and avoiding or delaying the need for a more costly package of care was flagged.

Engagement with the market was undertaken in June 2023 and responses were received from six organisations. The participation and feedback from the market was broadly positive and indicative of the likelihood of there being market interest in delivering the service. Existing contract principles of a single provider model, block payment with volume-based targets and additional unit costs to support exceptional demand, and outcome focussed performance management approach were all supported as appropriate and viable. A longer-term contract (minimum 5 years initial term) was also preferred to support the development and growth of services.

Stakeholder engagement about the current service and its future was positive about the role the service plays and can continue to play. There was a view that the service would be beneficial to even more local people than had accessed it to date, should there be resources to maximise marketing and meet the demand generated.

Benchmarking activity did not identify any directly comparable services, packaged 'as a whole' in the way the Lincolnshire Wellbeing Service is currently designed. Comparison of key components of the Lincolnshire service with those components elsewhere identified that the Lincolnshire model was equivalent or better than models elsewhere with comparable costs. The main area of practice found in other areas, which warrants

development in any revised local service, was around 'true' trusted assessor approach to SADLs and minor adaptations.

Key Findings of Review in Summary

The review of the current service has involved analysis of performance, management information and several focus sessions with the delivery teams of the various service components to capture their insights and explore the learning from the past five years as well as benchmarking, literature review, market engagement and stakeholder feedback. The key findings of the review were as follows:

- Eligibility and user outcomes should be revised to re-focus future resources and interventions allowing for targeting of specific cohorts and maximising service impacts.
- A remodelling of service entry and access points incorporating digital, self-screen/assessment options and promoting self-serve/information for commonly identified needs i.e., benefits advice, local social support groups and activities.
- Moving to a mixed model of delivery (telephone and face-to-face) has improved efficiency without impacting the ability to capture the needs of individuals. Moving forward, incorporating a risk stratification tool would bolster assurance that face-to-face interventions are being used when necessary.
- The Resettlement Service element has been poorly utilised despite service efforts to embed awareness in discharge pathways. Equally, the Hospital In-reach function has struggled to evidence impact within a 'crowded' and complex hospital discharge landscape. Continuing to allocate resources to these elements would not constitute value for money for the Council.
- Telecare Response has consistently delivered timely support which best practice guidance tells us prevents deterioration and mitigates risk for those seeking help through their telecare systems. The 45-minute response time drives the current delivery model requiring staff to be on standby to deploy from around the county and could be lengthened to 60 minutes without significant deterioration in outcomes.
- There is an opportunity to broaden the scope of SADLs to include assistive technologies and closer alignment with Occupational Therapy teams to maximise the utilisation of adaptations and aids to maintain individuals' safety and independence at home.
- The service has made a valued contribution to respond and flex to emergencies such as the Covid-19 pandemic, flooding incidences and assisting the arrival of refugees, and has supported the Council to react and divert resources at pace. Formalising this within a revised service scope would support future resilience and emergency planning.

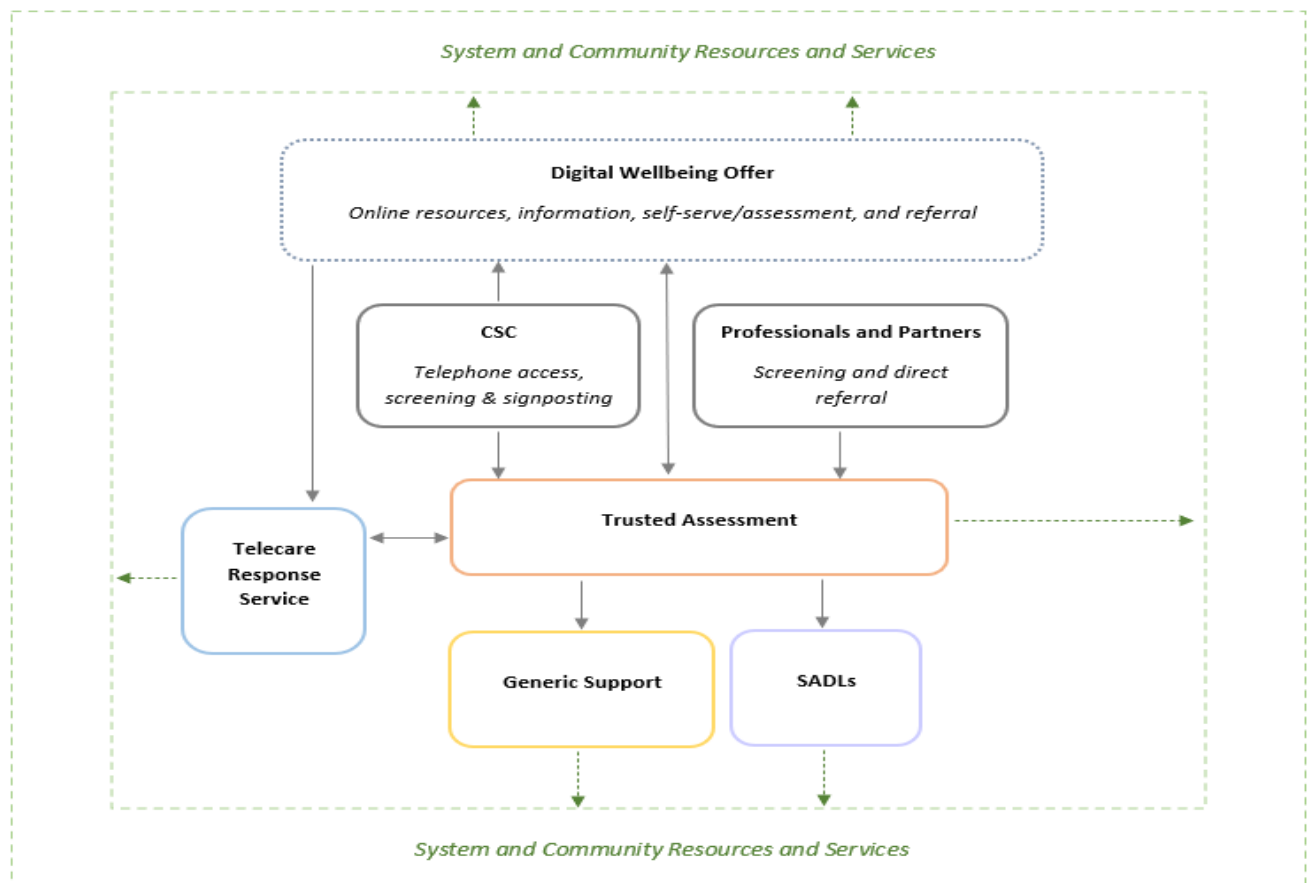
1.6 Proposed New Service Model

Referral demand has consistently increased year on year since 2018 (except for 2020-21 due to the pandemic). Projections suggest this trend will continue should eligibility and entry pathways remain unchanged. Forward modelling indicates ongoing growth in referral for assessment and subsequent intervention, especially in 65- to 84-year-olds and 85+ year olds at rates of 10.1% and 14.7% over the next 5 years.

The service and demand review, benchmarking, market engagement, stakeholder feedback and a review of how this service should sit within the Lincolnshire 'system of services' has refined the proposed future Wellbeing Service model as depicted below. The broad strategic aim of the service should remain to promote independence and prevent deterioration of need for adults of all ages across Lincolnshire. The key features of the proposed revised commercial model are summarised as follows:

Specification Improvements

- Continuation of an accessible service, but with access criteria that can be flexed to support demand management and targeting of resources.
- Refined strength-based eligibility criteria aligned to the purpose and functions of the service, to prevent or delay need or deterioration in the independence of residents through personalised short-term support.
- Enhanced digital access including self-serve/assessment and resources to enable people to access frequently identified information and signposting advice negating the requirement for a full trusted assessment in some cases. This shift would have some dependence on our CSC capability and capacity.
- Adoption of a full 'trusted assessor' role to initially enable assessment of need for SADL and 'prescription' of a defined range of equipment and adaptations currently requiring occupational therapy referral.
- SADL service element to align closely with occupational therapy teams with a renewed emphasis on defined 'preventative adaptations and retail tech-based solutions'. The existing charging system for service users should remain unchanged.
- Dedicated Hospital In-reach should not be recommissioned as provision within the system is now widely available. Assessments may be conducted in all settings, including hospitals in line with service user needs. However, resources will no longer be based within hospitals.
- The resettlement service should also not be recommissioned as it is poorly utilised and other such provision is available in the wider system.
- A Telecare Response service should continue to be specified as part of the service provision with a range of service user contribution levels for different levels of service e.g. introducing new offers such as temporary cover for carer's respite or holiday.



Service Delivery Model

Delivery will be by a single countywide Wellbeing Service. The competition phase will not preclude bids from consortia and sub-contracting models, which should maximise the level of competition and potential range of solutions.

Contract Duration

The contract term will be a period of up to 10 years, with an initial period of 5 years and opportunities to extend by up to a further 5 years. A longer duration offers greater stability for both Council and Provider, with reduced risk around market volatility and enabling stronger partnership and strategic relationships. Market engagement was supportive of this approach.

Payment Mechanism

Payment will be by way of a fixed sum (block payment) for the delivery of core service volumes. Bidders will submit costs up to but not exceeding the fixed sum confirmed by the Council prior to publication. Included as part of their pricing submission bidders will be required to submit details of the service volumes and outcomes achievable within their respective delivery solutions and pricing proposal, subject to the minimum expectations set by the Council. Unit prices for specific service elements will also be established and used as the basis for an additional payment mechanism, should demand exceed the service delivery volumes finalised during the tender process. Payment for any services beyond the

maximum available budget will be subject to prior approval by the Council's representative. The Council will reserve the right to prioritise service element streams should costs approach the available budget threshold.

Open Book Accounting Approach

The contract will be monitored as an open book arrangement. This will enable the Council to develop a full understanding of the costs of delivery for discrete elements of the service and to understand how costs link to volumes of service delivery. This will also offer visibility of any efficiencies achieved in delivery of the core service elements, which will then be apportioned via a gain share mechanism.

1.7 Budget and Cost Implications

The current contract price was set at tender for each of the initial five-year periods ranging from £3.2 to £3.3 million across the contract term. During this time the provider has absorbed significant cost of living increases, a proportion of which were planned for within a dedicated staffing contingency element of the budget and through utilising underspend accrued during the initial mobilisation of the service. The provider has also managed between 30-40% higher than projected volumes for some core service elements in recent years through service efficiencies, lower than expected volumes of activity in some elements of service and moving to a hybrid model of delivery (online, telephone and face-to-face).

The revised model does provide potential further cost efficiencies through the removal of the Hospital In-reach and resettlement service elements. However, because of the growth in service demand, projected demographic, and cost of living inflationary pressures, any efficiencies resulting from the removal of these service elements should remain within the service budget to be targeted at those highest priority components and cohorts to ensure the service delivers the greatest impact.

The effect of redesign and demand management changes on the costs of the service will need to be kept under close review, and decisions made about the balance between additional investment and demand management over the life of the contract.

In addition to the potential efficiencies, the service contains elements attracting income from service user charges and adjustments to the Council's approach to those aspects will be further considered as the detailed model is developed.

The competitive tendering process will test the deliverability of the revised service model within the constraints of the available confirmed budget to determine the service volumes and outcomes achievable within the respective delivery solutions.

1.8 Risk and Dependencies

Accurate future demand projections are inherently challenging to predict in broad scope preventative support services. An increasing proportion of current service referrals (40% in

2022-23) are via professionals and external agencies making the service vulnerable to changes in the referring patterns of key partners.

The Integrated Care Board (ICB) social prescribing model is currently being recommissioned which may increase flow into the Wellbeing Service as practice in primary care evolves within a revised model. Maintaining flex in eligibility thresholds during a future contract term will assist with dynamic intelligence driven demand management, whilst maintaining strong strategic links with key partners will be critical to navigating service interdependencies.

Population and demand projections, coupled with high inflation may impact the future sustainability of service costs for providers within the available service budget. This will be partly mitigated by efficiencies gained from ceasing some elements and testing the deliverability of the revised service with the market. Any future integration schemes may equally attract funding from system partners.

Any significant changes in service user fees for Telecare Response may result in service users withdrawing or transferring to other providers. Where this is the case, this may increase risk for them. Where such service users are receiving this element of service as part or in support of a regulated care package this will impact the workload of case workers in managing the risk. Ensuring fees do not exceed the market rate should assist in mitigating this risk alongside close working with practitioners during service mobilisation to identify such cases.

1.9 Public Services Social Value Act

In January 2013 the Public Services (Social Value) Act 2013 came into force. Under the Act the Council must, before starting the process of procuring a contract for services, consider two things.

Firstly, how what is proposed to be procured might improve the economic social and environmental wellbeing of its area. Secondly, how in conducting the process of procurement it might act with a view to securing that improvement. The Council must only consider matters that are relevant to the services being procured and must consider the extent to which it is proportionate in all the circumstances to take those matters into account. In considering this issue the Council must be aware that it remains bound by EU procurement legislation which itself through its requirement for transparency, fairness and non-discrimination places limits on what can be done to achieve these outcomes through a procurement.

Ways will be explored of securing social value through the way the procurement is structured. The operation of sub-contracting and consortium arrangements will be explored as a means of ensuring a role for local small to medium-sized enterprises (SMEs) in the delivery of the services. Evaluation methodologies will incentivise the delivery of a skilled and trained workforce.

Under section 1(7) of the Public Services (Social Value) Act 2013 the Council must consider whether to undertake any consultation as to the matters referred to above. The service and the value it delivers is well understood. Best practice adopted elsewhere has been reviewed. This and the market consultation carried out is considered to be sufficient to inform the procurement. It is unlikely that any wider consultation would be proportionate to the scope of the procurement.

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 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 purpose of the service being reviewed is to address a range of needs for every person aged 18 and above who is resident in the county with certain needs. In reviewing the service, particular analysis has been undertaken to understand if the service impacts differently on any groups with protected characteristics by the eligibility, design or delivery of services.

Some of the changes proposed for the redesigned service are linked to this assessment, for example removing reference to age, other than that this being a service for all adults from access criteria, to avoid prioritisation of access on this basis alone.

The service design proposed, however, remains deeply personalised supporting all individuals with protected characteristics which require adjustments to the service offer to be supported.

A full Equality Impact Assessment can be found at Appendix A of this report.

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

The Council must have regard to the JSNA and the JHWS in coming to a decision.

Lincolnshire JSNA clearly identifies the ageing population of the County as a significant challenge facing the County as a whole and the demand for health and care services. It identifies interventions which should be implemented to both prevent poor health and slow the loss of health and independence people experience as they age.

Lincolnshire JHWS aims to inform and influence decisions about health and social care services in Lincolnshire so that they are focused on the needs of the people who use them and tackle the factors that affect the population's health and wellbeing.

The themes of the Strategy are to:

- Embed prevention across all health and care services;
- Develop joined up intelligence and research opportunities to improve health and wellbeing;
- Support people working in Lincolnshire through workplace wellbeing and support them to recognise opportunities to work with others to support and improve their health and wellbeing;

- Harness digital technology to provide people with tools that will support prevention and self-care;
- Ensure safeguarding is embedded throughout the JHWS.

The Wellbeing Service is a core contributor to the addressing of the needs identified within the 'Age Well' area of the JSNA and contributes significantly to the embedding of prevention, technology-based prevention and care development and safeguarding into the Lincolnshire system.

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 service does not directly contribute to section 17 duties, although elements of it will certainly increase the security of people's homes and their sense of safety. This will be achieved through the installation of small aids for daily living and security, safety and alarm technology where these are identified as aiding the independence of service users.

3. Conclusion

The review of the current service and contract included; learning from service delivery, service user and stakeholder feedback, performance against contract measures and a review of demand and utilisation overall and within discrete commissioned elements. It has concluded that the current service is working well, is valued by service users, stakeholders, and partners, and is delivering good outcomes for individuals and against performance metrics.

The proposed new model of delivery will ensure that these positive outcomes and benefits continue and in addition, through a re-focus of those most in need of the Wellbeing Services, ensure that the impact to end users is maximised, as well as improving the ability to evidence value for money.

Entry pathways and eligibility criteria redesign will enable the service provider and Council to control costs over the life of the proposed new contract. A new contract should be let by competitive tender to implement the remodelled service recommended by the review activity so that improvements are achieved as early as possible.

4. Legal Comments:

The Council has the power to commission the service and enter into the contract proposed.

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

5. Resource Comments:

Adult Care and Community Wellbeing has a budget of £3.3m allocated for the Wellbeing Service. The increase in costs reflected in this report arising from demand and inflation are forecast to be funded through the service efficiencies also reflected in this report, specifically the removal of the Hospital in-reach and resettlement services. The expectation therefore is for the service to be delivered within the existing £3.3m budget and this is reflected in the medium-term financial plan.

6. Consultation

a) Has Local Member Been Consulted?

Not applicable.

b) Has Executive Councillor Been Consulted?

Yes.

c) Scrutiny Comments

The decision will be considered by the Adult Care and Community Wellbeing Scrutiny Committee on the 29 November 2023 and the comments of the Committee will be reported to the Executive.

d) Risks and Impact Analysis

See body of report and Appendix A Equality Impact Assessment

7. Appendices

These are listed below and attached at the end of the report:

Appendix A	Equality Impact Assessment
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8. Background Papers

The following Background Papers under section 100D of the Local Government Act 1972 were used in the preparation of this Report

Document title	Where the document can be viewed
NHS Long Term Plan	NHS England » The NHS Long Term Plan
Integrated Care Strategy	https://lincolnshire.icb.nhs.uk/documents/strategies-and-plans/integrated-care-partnership-strategy/integrated-care-partnership-strategy-january-2023/?layout=default

This report was written by Tony McGinty, Consultant in Public Health who can be contacted on anthony.mcginty@lincolnshire.gov.uk or 07741885115.

Appendix A: Equality Impact Analysis

Wellbeing Service Recommissioning

Purpose

The purpose of this document is to:

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

Using this form

This form must be updated and reviewed as your evidence evolves on proposals for a:

- project
- service change
- policy
- commissioning of a service
- decommissioning of a service

You must take into account any:

- consultation feedback
- significant changes to the proposals
- data to support impacts of the proposed changes

The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker. The Equality Impact Analysis must be attached to the decision-making report.

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

Equality Act 2010

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

Protected characteristics

The protected characteristics under the Act are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race

- religion or belief
- sex
- sexual orientation

Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

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

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

Decision makers duty under the Act

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

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

Conducting an impact analysis

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

The Lead Officer responsibility

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

Summary of findings

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

Impact

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

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this ask simple questions:

- who might be affected by this decision?
- which protected characteristics might be affected?
- how might they be affected?

These questions will help you consider the extent to which you already have evidence, information and data. It will show where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

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

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

Proposals for more than one option

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

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact

Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background information

Details	Response
Title of the policy, project or service being considered	Wellbeing Service Recommissioning
Service area	Adult Care and Community Wellbeing- Public Health
Person or people completing the analysis	Andrea Ball, Shirlene Hodgins
Lead officer	Anthony McGinty
Who is the decision maker?	Executive
How was the Equality Impact Analysis undertaken?	An ongoing desktop exercise based on service user and stakeholder engagement
Date of meeting when decision will be made	5th December 2023
Is this a proposed change to an existing policy, service,	Proposed change to existing service

project or is it new?	
Version control	<p>V0.1- Document Created – 15/09/2023.</p> <p>V0.2 – Revised to reflect feedback- 05/10/23.</p> <p>V0.3 – Additional information added for withdrawal of 2 elements 26/10/23.</p> <p>V0.4 - Revised to reflect feedback from HR and Community Engagement – 30/10/23.</p> <p>V0.5 - Additional information added ref the response service element 31/10/23.</p> <p>FINAL Version – Completed 31/10/23.</p>
Is it LCC directly delivered, commissioned, recommissioned, or decommissioned?	LCC Recommissioned
Describe the proposed change.	<p><u>Current Service Description</u></p> <p>Lincolnshire’s Wellbeing Service (WBS) provides a range of component elements designed to promote adults' (aged 18+) ability to live fulfilling, active and independent lives.</p> <p>The WBS is a preventative service and aims to:</p> <ul style="list-style-type: none"> • Improve or prevent the deterioration of individuals’ health, wellbeing, and overall quality of life. • Enhance independence, improve individuals' ability to self-care and access appropriate supporting structures and community resources; • Reduce or delay escalation to statutory support services. • <p>The service currently comprises of the following elements delivered countywide:</p> <ul style="list-style-type: none"> • Assessment – Conducting a person-centred and strength-based assessment of need of all eligible individuals referred into the service. • Generic support – Providing up to a maximum of 12 weeks personalised generic support based on the individual’s self-identified outcomes and needs identified through their assessment. This may include advice,

connection and signposting to community resources, other relevant services and/or direct support to meet individual needs.

- **Telecare response service** – Provision of a visit to the home of a service user, who has subscribed, and pays for this service, in response to a request from a telecare monitoring provider. For subscribed service users this is offered 24 hours, 7 days per week generally where no informal carer has been or can be identified to attend. The countywide deployment of trained responders can assess and assist with non-injury falls, provide support and reassurance in emergency situations.
- **Small aids for daily living** - Rapid installation of items of preventative equipment, known as small aids to daily living (SADLs), and installing minor adaptations which are supportive to the wellbeing and independence of the service user. The costs of the equipment are met by the individual who may source these independently or through stocks held and supplied by the Provider. Installation and support to utilise them is provided by the service free of charge.
- **Resettlement service** – Working with health and care partners to visit and support identified individuals returning from a hospital stay to resettle into their home. Activities might include turning on the heating, ensuring food and drink is available, unpacking belongings and medication. This service is available between the hours of 10am to 10pm daily via referrals from acute and community hospital teams countywide.
- **Hospital in-reach** – Taking a supportive role in hospital discharge pathways where service users' discharge could be supported by elements of the Wellbeing Service or connection with wider services.

Proposed Changes

The key features of the revised model summarised below with the key changes in bold text:

- **Continuation of the service having a low threshold for entry and eligibility criteria being worded to enable the threshold to be tightened to support demand management.** The re-commissioned service will utilise strength -based approaches at the front door (CSC).
- **The wording of the eligibility criteria will be refined to better reflect the purpose and functions of the service. The wording will reflect strength-based practice**
- **Enhanced digital access** including self-serve/assessment and resources to enable people to access frequently identified information and signposting advice negating the requirement for a full trusted assessment in some cases.

	<ul style="list-style-type: none"> • Adoption of a full ‘trusted assessor’ role to initially enable ‘prescription’ of a defined range of equipment and adaptations currently requiring occupational therapy referral. • Bolstering the role and scope of generic support to meet diverse needs. The provider will be expected to monitor referrals and support provided to ensure that they are providing the service equitably (including geographically and to all those with protected characteristics) compared to the needs of the population. If there are gaps in provision, they will be required to work with the commissioner to ensure that gaps are met. • SADL service element to align closely with occupational therapy teams with a renewed emphasis on retail tech-based solutions. The existing charging system for service users should remain unchanged. • The Dedicated Hospital In-reach Service should not be recommissioned as provision within the system is now widely available. Trusted Assessments may be conducted in all settings, including hospitals in line with service user needs, however, resources will no longer be based within hospitals. The provider of the new service will still be required to promote the service to all partners and ensure referral pathways are set up and working efficiently. • The Resettlement Service should not be recommissioned as it is poorly utilised and other such provision is available in the wider system. Generic support will be provided in both hospital and home settings and will cover some elements of support. It will not be provided in the same timely way as currently though. This has not been identified as a gap during engagement. • A Telecare Response service should continue to be specified as part of the service provision with all service users paying a market level fee. The maximum response time specified for the provider will change from 45 mins to 1 hour.
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Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics.

To help you do this, consider the impacts the proposed changes may have on people:

- without protected characteristics
- and with protected characteristics

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify, please state 'No perceived benefit' under the relevant protected characteristic.

You can add sub-categories under the protected characteristics to make clear the impacts, for example:

- under age you may have considered the impact on 0–5-year-olds or people aged 65 and over
- under Race you may have considered Eastern European migrants
- under Sex you may have considered specific impacts on men

Data to support impacts of proposed changes

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

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. [Visit the LRO website and its population theme page.](#)

If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain [information on the protected characteristics for our workforce](#) on our website. Managers can obtain workforce profile data by the protected characteristics for their specific areas using Business World.

Positive impacts

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

Protected characteristic	Response
<p>Age</p> <p>Over 65 Years</p>	<p><u>Refined strength-based eligibility criteria and enhanced digital access</u></p> <p>The current service has 11 eligibility ‘triggers’ and individuals must meet 4 or more of these to be eligible for service. There is currently a trigger ‘65 or over’, this trigger will be removed from the future service and there will no longer be any age specific criteria. This means that eligibility will no longer be biased towards older adults and will purely be based on need.</p> <p>The council will place a requirement in the new service specification to offer an equal and accessible service, which will be monitored through</p>

contract management. Therefore, individuals with this protected characteristic will not face barriers in accessing the service should they need it and stand to benefit from it in the same way as other eligible people without a protected characteristic.

The new service will have increased accessibility as a new digital offer will be developed. Enhanced digital access including self-serve/assessment and resources to enable people to access frequently identified information and signposting advice negating the requirement for a full trusted assessment. During recent times it is proven that online services are now an essential requirement, for example, to keep in touch with each other, order shopping and health supplies, access services or information etc. ([Lincs Digital](#)) This offer will not limit accessibility but will increase choice. Those who cannot or do not wish to access the service digitally will be able to access using more traditional methods. The service will also work with Lincs Digital to improve individuals' ability to access and use digital technology.

We do not believe that the changes will negatively impact those over 65 years old.

Adoption of a full 'trusted assessor' role and SADL service element to align closely with occupational therapy teams with a renewed emphasis on retail tech-based solutions.

Information from the service shows that the average age of a person accessing the SADLs service is 79 years old. There will be a positive impact of implementing a full trusted assessor model for people with age as a protected characteristic as it will improve service user access to minor adaptations and small aids for daily living and reduce the need for multiple assessments of need from the WBS and the Occupational Therapy Service. This will save time for the individual to receive a SADL.

Individuals with this protected characteristic will not face barriers in accessing the service should they need it and stand to benefit from it in the same way as other eligible people without a protected characteristic.

Evidence from stakeholder engagement highlighted the need to improve working relationships between the WBS (Wellbeing Service) and the OT Team (Occupational Therapy), particularly with more complex cases, to the benefit of individuals with this protected characteristic.

The recommissioned service will offer support with retail tech-based solutions to enhance independence. This will therefore have a positive

	<p>impact on individuals both with and without this protected characteristic.</p> <p><u>Bolstering the role and scope of generic support</u></p> <p>Enhancing the scope of the generic support service to meet those with more diverse needs will impact positively on individuals with this protected characteristic. The scope of generic support will cover elements of the hospital in-reach service and resettlement services that are due to be decommissioned, for example, generic support can be delivered in a hospital setting if appropriate. This will mitigate the negative impact of removing these services for individuals with this protected characteristic.</p> <p>A range of service delivery methods will be offered in the new service model such as a digital offer. This will be led by the needs and preferences of service users.</p> <p><u>Dedicated Hospital In-reach should not be recommissioned</u></p> <p>[No positive impact]</p> <p><u>The resettlement service should also not be recommissioned</u></p> <p>[No positive impact]</p> <p><u>A Telecare Response service should continue with all service users paying a market level fee.</u></p> <p>Continuing a service which was valued by people with this characteristic is positive for them, and will make this opportunity available to others who need it in future.</p>
<p>Disability</p>	<p><u>Refined strength-based eligibility criteria and enhanced digital access</u></p> <p>The current service has 11 eligibility ‘triggers’ and individuals must meet 4 or more of these to be eligible for service. Although eligibility will not specifically targeted at adults with disabilities it will be based on need and people with disabilities should be expected to meet the eligibility criteria and receive a service.</p> <p>The council will place a requirement in the new service specification to offer an equal and accessible service, which will be monitored through contract management. Therefore, individuals with this protected characteristic will not face barriers in accessing the service should they need it and stand to benefit from it in the same way as other eligible people without a protected characteristic.</p>

The re-commissioned service will utilise strength-based approaches at the front door (CSC) through a strength-based conversation. Strength-based approaches help individuals to realise their own strengths to address their needs. This approach is personalised and will therefore benefit all people approaching the service.

A range of ways of interacting with the service will be offered, this will include making a referral, assessment and generic support. Service users will be offered support via a delivery method that suits their needs and preference. For example, workers may recommend a home visit – to enable a richer assessment of need.

As stated above, during recent times it is proven that online services are now an essential requirement, for example, to keep in touch with each other, order shopping and health supplies, access services or information etc. ([Lincs Digital](#))

Due to the broad demographic area of Lincolnshire and most people within the service being over 65 (81%) and/or have a physical disability (43%) ([WBS Engagement Survey](#)) then the ability to access digital technology in these protected characteristics (as well as any other age/disability) is key.

Enhanced digital access including self-serve/assessment and resources to enable people to access frequently identified information and signposting advice negating the requirement for a full trusted assessment will have a positive impact on individuals with this protected characteristic. It means that individuals' signposting needs will be dealt with quicker as they won't have to come into the WBS only to be signposted onto another service or have an unnecessary assessment of need.

The 2021 census shows 7.8% of usual residents in Lincolnshire to be disabled under the Equality act with day-to-day activities limited a lot. Within the county, East Lindsey has the highest proportion of disabled residents with day-to-day activities limited a lot (9.9%) compared to the lowest in South Kesteven (6.6%). The re-commissioned service will be open to adults from the age of 18 following a strength-based conversation. The council will place a requirement in the service specification to offer an equal and accessible service when it is re-procured, which will be monitored through contract management. Therefore, individuals with this protected characteristic will not face barriers in accessing the service should they need it and stand to benefit from it in the same way as other eligible people without a protected characteristic.

Adoption of a full 'trusted assessor' role and SADL service element to align closely with occupational therapy teams with a renewed emphasis on retail tech-based solutions.

There will be a positive impact of implementing a full trusted assessor model for people with this protected characteristic as it will improve service user access to minor adaptations and small aids for daily living and reduce the need for multiple assessments of need from the WBS and the Occupational Therapy Service. This will save time for the individual to receive a SADL.

Individuals with this protected characteristic will not face barriers in accessing the service should they need it and stand to benefit from it in the same way as other eligible people without a protected characteristic.

Evidence from stakeholder engagement highlighted the need to improve working relationships between the WBS and the OT Team, particularly with more complex cases, which will benefit individuals with this protected characteristic.

The recommissioned service will offer support with retail tech-based solutions to enhance independence and will therefore have a positive impact on individuals both with and without this protected characteristic.

Bolstering the role and scope of generic support

Enhancing the scope of the generic support service to meet those with more diverse needs will impact positively on individuals with this protected characteristic. The scope of generic support will cover elements of the hospital in-reach service and resettlement services that are due to be decommissioned. This will mitigate the negative impact of removing these services for individuals with this protected characteristic.

A range of service delivery methods will be offered in the new service model. This will be led by the needs and preferences of service users.

Dedicated Hospital In-reach should not be recommissioned

[No positive impact]

The resettlement service should also not be recommissioned

[No positive impact]

	<p><u>A Telecare Response service should continue with all service users paying a market level fee</u></p> <p>Continuing a service which was valued by people with this characteristic is positive for them, and will make this opportunity available to others who need it in future.</p>
Gender reassignment	No positive impact
Marriage and civil partnership	No positive impact
Pregnancy and maternity	No positive impact
Race	No positive impact
Religion or belief	No positive impact
Sex	No positive impact
Sexual orientation	No positive impact

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

Positive impacts
<p><u>Unpaid Carers</u> – There are an estimated 70,391 unpaid family carers in Lincolnshire (Source: Census 2021). Given the county’s ageing population, this number is predicted to increase. The Wellbeing Service can signpost any unpaid carers to Lincolnshire’s Carers Service which promotes and supports health and wellbeing of carers, helping prevent, reduce, and delay escalation into formal care services of the adult or child with needs.</p> <p><u>People living in rural areas</u> – Lincolnshire is a rural county. The Wellbeing Service will have a range of differing delivery methods available to service users depending on need or preference. An example of this is a digital offer for people with low needs. The provider will be required to monitor and evidence equitable delivery to the commissioner.</p>

Adverse or negative impacts

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

- justified
- eliminated
- minimised or
- counter-balanced by other measures

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

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

Protected characteristic	Response
<p>Age</p> <p><i>Over 65s</i></p>	<p><u>Withdrawal of the Resettlement Service</u></p> <p>Negative Impact:</p> <p>All regions are projected to have a greater proportion of people aged 65 years and over by mid-2028. Lincolnshire has an ageing population and between 2023-2028 the population of over 65s is expected to increase by 10.7% (Subnational population projections for England: 2018-based, Office for national statistics)</p> <p>With the ageing population and the average age of all Wellbeing Service referrals being 69.3 over the last 5 years, (WBS Annual Report 22-23) then it would be fair to say there will be some negative impact for people within the older age groups when withdrawing the Resettlement Service, for example, those that are within an older age group (65+ as stipulated in the current service criteria/trigger), live alone, and who have used this service previously when returning from hospital.</p> <p>As stated in the WBS intelligence report, the average number of admissions to ULHT per month between 01/04/2021 and 31/03/2023 for people aged 65 and over was 6,280. In 2021/22 54.1% of admissions were patients aged 65 years and older compared to 2022/23 where 53.78% of admissions were aged 65 years and older.</p>

The average length of stay (LoS) (Days) for patients admitted to ULHT is consistently higher in those aged 65 or over compared to those aged 18-65.

Admission Date	Under 65	Over 65
2021		
Qtr2	1.5	2.7
Qtr3	1.7	3
Qtr4	1.6	3.3
2022		
Qtr1	1.6	3.3
Qtr2	1.6	3.3
Qtr3	1.6	3
Qtr4	1.5	3.2
2023		
Qtr1	1.4	3.1

The average LoS in the over 65s has also increased from an average of 2.7 days in Quarter 2 of 2021, to 3.3 days in 2022, with a slight decrease to 3.1 days in Quarter 1 of 2023.

With the likelihood of more people over 65 being admitted to hospital and requiring support to be discharged and settled back into the home, then the impact of withdrawing this component can only be negative to that population.

For information, the percentage of people aged 65 and over who are living alone in Lincolnshire was 28.3% in 2011, which was lower than the England rate of 31.5%. Notably the 2021 census reported there were 48,155 one-person households in Lincolnshire for people aged 66 years and over, and 41,938 single family households where all residents were aged 66 years and over.

Older people living alone. [Public health profiles - OHID \(phe.org.uk\)](https://publichealthprofiles.org.uk)

Mitigating Factors:

The Resettlement service has generally been underutilised and has seen a lower volume of activity than expected when the service was developed, receiving just 10% of the expected volume in 2022/23.

The table below outlines the volume of referrals for each year of the contract:

Year	Number of referrals
2018 – 2019	60
2019 – 2020	92
2020 – 2021	25
2021 – 2022	174

Notably, the volume of people referred to the resettlement service decreased from 2021/22 to 2022/23 by 25%.

It should be noted that the lack of referrals is not considered to be due to a lack of awareness of the service or issues with the referral process. The current service provider has undertaken considerable work, in partnership with LCC, to try to increase uptake of the service.

Another service that is available to Lincolnshire residents is 'The Discharge Buddies and Home Support Buddies Resettlement Service' delivered by Age UK. This service supports people with enabling them to be discharged from hospital quickly and safely back into their own home (a very similar service to the current wellbeing resettlement service).

Trained and experienced staff can collect patients from hospital and ensure they are settled back into their home and that their surroundings are comfortable, they have food available, and the heating is on. Shopping, prescriptions, and pensions can be collected as part of this support and resettlement service.

Having this service in place across the county will mean there is still a service out there for the older population who require support when leaving hospital and settling back into the home.

The withdrawal of the wellbeing resettlement should not impact massively, and the Age UK service should be able to meet the extra demand as it will be minimal. The remaining services will be available to support resettlement into home following assessment of need such as SADLs, generic support and telecare products and monitoring.

Withdrawal of the 'dedicated' hospital In Reach service.

Negative Impact:

The current hospital in reach component is designed to assist with the development of referral pathways into the service and assist with integration of the service into health and care settings.

Based within the hospital setting, part of the role within this component is to also assist patients with discharge planning, working with current commissioned and volunteer transport services to support the timely discharge of patients, as well as work with transport services to facilitate access to the resettlement component of the service. The additional Hospital Housing Link Workers are also part of the in-reach service where they are

based within the hospital setting to support patients on the wards immediately in readiness for discharge.

As referenced above in the resettlement element and in the WBS intelligence report, the average number of admissions to ULHT per month between 01/04/2021 and 31/03/2023 for people aged 65 and over was 6,280. In 2021/22 54.1% of admissions were patients aged 65 years and older compared to 2022/23 where 53.78% of admissions were aged 65 years and older.

The average length of stay (LoS) (Days) for patients admitted to ULHT is consistently higher in those aged 65 or over compared to those aged 18-65.

Admission Date	Under 65	Over 65
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Qtr1	1.6	3.3
Qtr2	1.6	3.3
Qtr3	1.6	3
Qtr4	1.5	3.2
2023		
Qtr1	1.4	3.1

The average LoS in the over 65s has also increased from an average of 2.7 days in qtr. 2 of 2021, to 3.3 days in 2022, with a slight decrease to 3.1 days in qtr. 1 of 2023. These numbers are also likely to influence this age population within the hospital in reach element too.

With the likelihood of more people over 65 being admitted to hospital and requiring support to be discharged and settled back into the home, then the impact of withdrawing this component can only be negative to that population.

Mitigating Factors:

The Hospital In-reach function has struggled to evidence impact and was then severely hampered by the Coronavirus pandemic. The integration of the Hospital Housing Link Workers has received positive feedback; however, case volumes are small, and if needed, this work would be the duty of the District Housing authority as required by the Homelessness Reduction act 2017. Staff report a ‘crowded’ space to establish and maintain service awareness and engagement.

Another service that is available and delivered by Age UK is the Hospital Avoidance Response Team (HART). Receiving referrals 24 hours a day, 365 days a year, the HART offer a flexible approach to delivering short-term care and support. This is often to assist patient hospital discharges, reduce delayed transfers of care and prevent avoidable hospital admissions, whilst at

the same time enabling people to regain and retain independence, making it almost a duplication of the work done by the hospital in reach service within the Wellbeing Service.

The Discharge Buddies and Home Support Buddies Resettlement Service (which is a separate service) and described above is also delivered by Age UK and can support people in hospital to be discharged safely home with the right support.

There are other services available within what has been described as a crowded space, meaning withdrawing the Wellbeing Service Hospital In reach element making little impact to this arena.

A Telecare Response service should continue with all service users paying a market level fee.

As of June 2023, there were 1,224 service users signed up to the Telecare Response Service. We have assumed that a high proportion of these service users will be over the age of 65. Service data shows that Telecare Response has experienced volumes above those originally projected for the past three contract years. Attending non-injury falls has consistently been the most common call-out tasking; representing 44% of all attendances in 2022-23, supporting on over 1,100 incidences. No response telecare activations account for 38% of all attendances over the last five years supporting risk mitigation and assisting in further instances of falls on arrival.

Falls are the most frequent type of accident in people over 65. The number of injuries caused by falls increases with age. Most injuries resulting from falls are minor, however, 10% of falls result in fractures which are a major cause of mortality and morbidity amongst those aged over 65 years. For those over 75, falls are also the most common cause of death from injury (Source: Age UK).

Telecare response currently costs service users £2.50 per week. This price was capped during the initial contract term and has remained unchanged to date. Research suggests that other response service providers operating across Lincolnshire charge £12 per month (£144 per year, an average of £2.77 per week) in addition to the cost of a telecare service which also needs to be in place. Therefore, individuals subscribed to the telecare response service will see an increase in price of around 27 pence per week.

The price increase of telecare response may mean that some individuals do not continue to pay for the service and choose not to have the response service in place. This would have a negative impact on those with this protected characteristic and may mean that people do not have crucial

	<p>support in place at the time they most need it, affecting their ability to continue to live independently in their own home. It could also have a negative impact on family members of the service user who rely on this service to support their loved one.</p> <p>Initial data review suggests there are currently 7 people who have telecare response fully funded by LCC and 108 who have telecare funded by LCC and who self-fund the response service. This means, for some, it is likely to be part of their care package. These numbers refer to those who have telecare provided by NRS. LCC will continue to fund this.</p> <p>The current response time as set out in the contract/spec is within 45 mins. Increasing this time to an hour could have a negative impact on the customer, however, evidence suggests that responding within an hour can still have a positive outcome. NHS evidence is that an hour is sufficient. The NHS England Going further for winter: Community Based Falls response 2022 report</p> <p>Emergency admissions for falls in people aged 65 have increased year on year – from 185,000 in 2010/11 to 234,000 in 2019/20. The impact of falling is significant – falls can negatively affect functional independence and quality of life, and falls resulting in a lie of over one hour in length, are also strongly associated with serious injuries, admission to hospital, and subsequent moves into long term care.</p> <p>As stated in the WBS data Response times.xlsx our current service averages 30 mins response time across the county which is within the 45-minute target. If we were to extend this to an hour, the response time is potentially still likely to be met well within the new target. The mapping of hubs and staffing structure would be reviewed to ensure the new response time works well across the county and is still as efficient as the current service.</p> <p>The WBS would still be offering the quickest response time in the County (Age UK has a 2hr response window) which mitigates the risk of increasing the time to an hour.</p>
<p>Disability</p>	<p><u>A Telecare Response service should continue with all service users paying a market level fee.</u></p> <p>The term disability covers a wide range of impairments. The term ‘physical impairment’ refers to one or more conditions or limitations which may be congenital or acquired at any age, be temporary, long-term, or fluctuating. People with physical impairments may often have unique and multi-dimensional requirements. <i>(Source: Lincolnshire JSNA, accessed 05/10/23)</i></p>

The term 'sensory impairment' encompasses visual impairment (including those who are blind or partially sighted), hearing impairment (including those who are profoundly deaf, deafened or hard of hearing) or with dual sensory impairment (deaf blindness). These impairments can be congenital or acquired at any age. Prevalence increases with age, often, alongside additional sensory, or other, impairments. **(Source: Lincolnshire JSNA, accessed 05/10/23)**

As of June 2023, there were 1,224 service users signed up to the Telecare Response Service. Service data shows that Telecare Response has experienced volumes above those originally projected for the past three contract years. Attending non-injury falls has consistently been the most common call-out tasking; representing 44% of all attendances in 2022-23, supporting on over 1,100 incidences. No response telecare activations account for 38% of all attendances over the last five years supporting risk mitigation and assisting in further instances of falls on arrival.

Research shows that individuals with a visual impairment are at greater risk of falling. 3.8 per cent of falls that result in hospital admissions could be directly attributed to visual impairment and cost 10 per cent of the local NHS cost of treating accidental falls **(Source: Thomas Pocklington Trust)**.

The impact of a price increase for individuals subscribed to telecare response may mean that some do not continue to pay for the service and choose not to have the response service in place. This would have a negative impact on those with this protected characteristic and may mean that people do not have crucial support in place at the time they most need it, affecting their ability to continue to live independently in their own home. It could also have a negative impact on family members of the service user who rely on this service to support their loved one.

Telecare response currently costs service users £2.50 per week. This price was capped during the initial contract term and has remained unchanged to date. Research suggests that other response service providers operating across Lincolnshire charge £12 per month (£144 per year, an average of £2.77 per week) in addition to the cost of a telecare service which also needs to be in place. Individuals subscribed to the telecare response service will see an increase in price of around 27 pence per week.

Initial data review suggests there are currently 7 people who have telecare response fully funded by LCC and 108 who have telecare funded by LCC and who self-fund the response service. This means, for some, it is likely to be part of their care package. These numbers refer to those who have telecare provided by NRS. LCC will continue to fund this.

Gender reassignment	No perceived adverse impact
Marriage and civil partnership	No perceived adverse impact
Pregnancy and maternity	No perceived adverse impact
Race	No perceived adverse impact
Religion or belief	No perceived adverse impact
Sex	No perceived adverse impact
Sexual orientation	No perceived adverse impact

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

Negative impacts
<p>A Telecare Response service should continue with all service users paying a market level fee</p> <p>Carers – This demographic may rely on the telecare response service and should any price increase stop service users from having the service, this group would be negatively impacted.</p> <p>Enhanced digital access</p> <p>Digitally Excluded Service users who are not online, for example those in very rural areas, older people or those in poverty and without access to broadband or a device could potentially be excluded from support if it is primarily available online. Services will continue to offer an alternative, such as written correspondence, telephone interview or face to face meetings to ensure they are not further excluded. The service will also have a focus on digital inclusion to ensure, where possible, barriers to accessing online support are addressed.</p>

Stakeholders

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

You must evidence here who you involved in gathering your evidence about:

- benefits
- adverse impacts
- practical steps to mitigate or avoid any adverse consequences.

You must be confident that any engagement was meaningful. The community engagement team can help you to do this. You can contact them at engagement@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place. Include:

- who you involved when compiling this EIA under the protected characteristics
- any organisations you invited and organisations who attended
- the date(s) any organisation was involved and method of involvement such as:
 - EIA workshop
 - email
 - telephone conversation
 - meeting
 - consultation

State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics, please state the reasons why they were not consulted or engaged with.

Objective(s) of the EIA consultation or engagement activity
<p>A range of engagement has taken place with service users, non-service users, staff, and stakeholders to:</p> <ul style="list-style-type: none">• Assess the quality of the Wellbeing Service• Assess whether services are meeting the needs of the residents of Lincolnshire• Understand how aware local people are of the Wellbeing Service• Understand how services are accessed, including preferences and barriers to accessing services• Identify opportunities to innovate and improve services• Identify key priorities for the future of the Wellbeing Service• Inform the development future service specifications <p>Ask about protected characteristics in relation to service delivery.</p>

Who was involved in the EIA consultation or engagement activity?

Detail any findings identified by the protected characteristic.

Protected characteristic	Response																				
<p>Age</p>	<p>Information from the WBS engagement survey Report:</p> <p>Which age group do you belong to?</p> <table border="1" data-bbox="635 730 1374 1153"> <tr> <td>Prefer not to say</td> <td>3 of 333 (0.9%)</td> </tr> <tr> <td>16-19</td> <td>1 of 333 (0.3%)</td> </tr> <tr> <td>20-24</td> <td>3 of 333 (0.9%)</td> </tr> <tr> <td>25-34</td> <td>11 of 333 (3.3%)</td> </tr> <tr> <td>35-44</td> <td>13 of 333 (3.9%)</td> </tr> <tr> <td>45-54</td> <td>33 of 333 (9.9%)</td> </tr> <tr> <td>55-64</td> <td>70 of 333 (21%)</td> </tr> <tr> <td>65-74</td> <td>57 of 333 (17.1%)</td> </tr> <tr> <td>75-84</td> <td>78 of 333 (23.4%)</td> </tr> <tr> <td>85+</td> <td>64 of 333 (19.2%)</td> </tr> </table>	Prefer not to say	3 of 333 (0.9%)	16-19	1 of 333 (0.3%)	20-24	3 of 333 (0.9%)	25-34	11 of 333 (3.3%)	35-44	13 of 333 (3.9%)	45-54	33 of 333 (9.9%)	55-64	70 of 333 (21%)	65-74	57 of 333 (17.1%)	75-84	78 of 333 (23.4%)	85+	64 of 333 (19.2%)
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<p>Disability</p>	<p>Do you consider yourself to have a disability?</p> <table border="1" data-bbox="635 1234 1374 1357"> <tr> <td>Yes</td> <td>235 of 324 (72.5%)</td> </tr> <tr> <td>No</td> <td>77 of 324 (23.8%)</td> </tr> <tr> <td>Prefer not to say</td> <td>12 of 324 (3.7%)</td> </tr> </table> <p>Please state which of the following best describes your disability?</p> <table border="1" data-bbox="635 1608 1353 2018"> <tr> <td>Physical</td> <td>99 of 232 (42.7%)</td> </tr> <tr> <td>Emotional / Mental Health</td> <td>25 of 232 (10.8%)</td> </tr> <tr> <td>Other – the vast majority of those that had selected this option had listed more than one disability that was available to select from the options but as the question only allowed you to select your main disability they’d chosen to enter in other instead. However,</td> <td>81 of 232 (34.9%)</td> </tr> </table>	Yes	235 of 324 (72.5%)	No	77 of 324 (23.8%)	Prefer not to say	12 of 324 (3.7%)	Physical	99 of 232 (42.7%)	Emotional / Mental Health	25 of 232 (10.8%)	Other – the vast majority of those that had selected this option had listed more than one disability that was available to select from the options but as the question only allowed you to select your main disability they’d chosen to enter in other instead. However,	81 of 232 (34.9%)								
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Learning	11 of 232 (4.7%)														
Visually Impaired / Blind	9 of 232 (3.9%)														
Hearing Impaired / Deaf	7 of 232 (3%)														
Gender reassignment	Not asked														
Marriage and civil partnership	Not asked														
Pregnancy and maternity	Not asked														
Race	<p>To which of these ethnic groups do you belong?</p> <table border="1"> <tr> <td>White</td> <td>324 of 336 (96.4%)</td> </tr> <tr> <td>Black</td> <td>3 of 336 (0.9%)</td> </tr> <tr> <td>Asian</td> <td>2 of 336 (0.6%)</td> </tr> <tr> <td>Mixed</td> <td>1 of 336 (0.3%)</td> </tr> <tr> <td>Chinese</td> <td>1 of 336 (0.3%)</td> </tr> <tr> <td>Other – Anglo-Indian</td> <td>1 of 336 (0.3%)</td> </tr> <tr> <td>Prefer not to say</td> <td>4 of 336 (1.2%)</td> </tr> </table>	White	324 of 336 (96.4%)	Black	3 of 336 (0.9%)	Asian	2 of 336 (0.6%)	Mixed	1 of 336 (0.3%)	Chinese	1 of 336 (0.3%)	Other – Anglo-Indian	1 of 336 (0.3%)	Prefer not to say	4 of 336 (1.2%)
White	324 of 336 (96.4%)														
Black	3 of 336 (0.9%)														
Asian	2 of 336 (0.6%)														
Mixed	1 of 336 (0.3%)														
Chinese	1 of 336 (0.3%)														
Other – Anglo-Indian	1 of 336 (0.3%)														
Prefer not to say	4 of 336 (1.2%)														
Religion or belief	Not asked														
Sex	<p>Which of the following options best described how you think of yourself?</p> <table border="1"> <tr> <td>Female</td> <td>182 of 325 (56%)</td> </tr> <tr> <td>Male</td> <td>137 of 325 (42.2%)</td> </tr> <tr> <td>Prefer not to say</td> <td>6 of 325 (1.8%)</td> </tr> </table>	Female	182 of 325 (56%)	Male	137 of 325 (42.2%)	Prefer not to say	6 of 325 (1.8%)								
Female	182 of 325 (56%)														
Male	137 of 325 (42.2%)														
Prefer not to say	6 of 325 (1.8%)														
Sexual orientation															
Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been															

<p>involved in a meaningful way?</p> <p>The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	
<p>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</p>	<p>Through service user engagement conducted by the provider which will be built into the contract.</p>

Further details

Personal data	Response
<p>Are you handling personal data?</p>	<p>No</p>
<p>If yes, please give details</p>	

Actions required	Action	Lead officer	Timescale
<p>Include any actions identified in this analysis for on-going monitoring of impacts.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

Version	Description	Created or amended by	Date created or amended	Approved by	Date approved
V0.3	Wellbeing Service Recommissioning EIA	Shirlene Hodgins	26/10/23		



**Open Report on behalf of Andrew Crookham,
Deputy Chief Executive & Executive Director - Resources**

Report to:	Executive
Date:	05 December 2023
Subject:	Revenue Budget Monitoring Report 2023/24 (Quarter 2)
Decision Reference:	I030088
Key decision?	No

Summary:

- This report provides an update on revenue spending compared with budgets for the 2023/24 financial year.
- The tables in this report show the actual income and expenditure for the first six months of this financial year to 30 September 2023, along with the forecasts for spending and a comparison of the forecasts against the approved budgets for the year.
- The report gives an overview of the financial position for revenue, supported by detailed information available within the appendices.
- The revenue budget is forecast to underspend by £18.4m (equivalent to 3% of the net budget).
- The position is supported by a series of exceptional items amounting to £11.6m which are considered further in the report.
- The overall position gives rise to opportunities to pro-actively make best use of the windfall gain to support capital investment in Place infrastructure.
- If the recommendations are approved, the overall forecast underspend would be reduced to £9.6m (equivalent to 1.6% of the net budget).
- General reserves are forecast at the end of the year to remain within the target range of 2.5% to 3.5%.
- The impact of this revenue budget forecast on the Council's resilience has been assessed and the conclusion is that the Council's financial resilience remains relatively strong at this point in time and is supported by the forecasts set out in this report.

Recommendation(s):

That the Executive:

- 1) Notes the current position on the revenue budget and decides on any corrective action necessary.
- 2) Approves the transfer of £8.8m from the Place Directorate revenue budget to the capital financing charges budget for the purpose of funding additional capital investment in Place Directorate infrastructure, as set out in paragraph 1.16 of the Report.

Alternatives Considered:

1. In respect of recommendation one, this report shows the actual revenue expenditure to 30 September 2023, and projected outturns for 2023/24, therefore no alternatives have been considered.
2. In respect of recommendation two, the Executive could decide to not approve the adjustment proposed and in which case this would lead to a bigger underspend at outturn, all else being equal, which would increase reserves prior to a decision on its usage.

It could also be the case that the Executive decide to plan to invest the resource identified in a different way, although there are not any alternative proposals considered within this report.

Reasons for Recommendation:

To maintain the Council's financial resilience.

1. Background

- 1.1 In February 2023, the Council approved plans for revenue spending to support delivery of the Council plan, achieve its strategic objectives and legal duties for the benefit of residents and businesses. The financial strategy guides this and provides the mechanisms to ensure the council is financially sustainable and resilient.
- 1.2 The economic environment has remained challenging since the budget was approved, with the rate of inflation remaining higher for longer than the Council's revised expectations in February. This has started to reduce due to prices now being measured against a permanently higher base, however the Bank of England do not expect the rate to fall below their 2% target until 2025. This has implications for the Council's financial planning, which will be reflected during the budget setting process for 2024/25.

- 1.3 Economic challenges impact nationally, and therefore are not specific to Lincolnshire. Nevertheless, this presents significant challenges for the Council, its workforce and the residents and businesses that live and operate in its area. The cost of services are likely to increase further in the medium term, over and above the assumptions set out in the medium term financial plan. This manifests through pay award pressures, higher costs charged by suppliers and the potential for heightened demand for services. Moreover, the Council is constrained in increasing its spending power to counteract pressures.
- 1.4 The Council is considered to be in a strong financial position relative to peers, which reflects the prudent approach that has been taken to financial management to date and which will continue to be required going forward, evident by the positive 2022/23 financial outturn and the monitoring position presented within this report. The Council has also demonstrated its ability to react to emergent crises and meet emergent need within available resources. It is also important to recognise that well-led services provided by the Council are better for our residents, and also lead to better financial outcomes.
- 1.5 In line with good financial management practices, the Council's use of resources is closely monitored and reported to the Executive. This report provides information on the current financial position and will inform the next stages of financial planning, taking account of the risks and opportunities in respect of financial sustainability.
- 1.6 Quarter two represents the half way point in the financial year, which means there has been six months to identify and better understand any changes from the approved financial plan, and six months remaining to continue taking any corrective action necessary. This approach helps to keep the Council in a strong financial position despite the volatile nature of the operating environment
- 1.7 The size and scale of the County Council – and the complexity of the services it provides – means that small percentage changes in assumptions can have large value changes, positive and negative. This is counteracted through the Council's prudent approach to the setting of reserves and contingencies, which ensures the Council has time to react to material changes to circumstances.
- 1.8 There are an increasing number of local authorities enduring situations whereby costs are escalating at a quicker rate than income, and with some issuing section 114 notices. The Council considers the circumstances of each case as part of strategic horizon scanning. In general, the first tranche of local authorities in financial distress are considered to be strongly linked to complications around commercial investments. The second tranche is considered to be more closely linked to escalating levels of need (e.g. social care, home to school transport), with cost increasing at a much quicker rate than income. The recent issues experienced by Birmingham are due to a combination of increasing need but are also due to substantial legacy equal pay claims.

- 1.9 The Office for Local Government have introduced a series of financial measures to compare the financial position of local authorities based on published information. The Government is intending to better understand the relative financial position of local authorities, which provides them with an opportunity to engage local authorities if they identify a cause for concern preferably prior to financial distress being reached. The budget setting report for 2024/25 will contain a fuller analysis of the measures identified, the assessment for Lincolnshire together with an assessment of how our measures may change as a result of the final budget proposal.
- 1.10 The Council's financial planning process which will result in the setting of budgets for 2024/25 is in progress. This contains strong links to the monitoring work ongoing, with references to budget setting made throughout this report.

Overall Financial Position – Revenue

- 1.11 The summary revenue forecast as at 30 September 2023 (end of quarter two) is as follows:

Revenue	Budget (£)	Forecast (£)	Variance (£)
Investment in Directorates			
Adult Care and Community Wellbeing	180,796,468	180,414,826	(381,642)
Children's Services	102,692,393	102,116,182	(576,211)
Place	125,514,575	116,069,575	(9,445,000)
Fire and Rescue	24,305,927	24,343,611	37,684
Resources & Corporate	83,054,409	81,853,920	(1,200,489)
Total	516,363,772	504,798,114	(11,565,658)
Other Budgets			
Contingency	15,924,019	15,924,019	-
Capital Financing Charges	66,969,693	66,969,693	-
Other Budgets	24,188,481	20,588,092	(3,600,389)
Total	107,082,193	103,481,804	(3,600,389)
School Budgets	17,759,847	17,664,565	(95,282)
Transfer to/from Earmarked Reserves	(37,021,435)	(37,021,435)	-
Net Operating Expenditure	604,184,377	588,923,048	(15,261,329)
Funding			
County Precept	(365,554,704)	(365,554,704)	-
Business Rates	(142,258,973)	(145,258,973)	(3,000,000)
Revenue Support Grant	(23,391,916)	(23,391,916)	-
Other Grants	(72,978,784)	(73,138,284)	(159,500)
Total Funding	(604,184,377)	(607,343,877)	(3,159,500)
RESIDUAL DEFICIT (+) / SURPLUS (-)	-	(18,420,829)	(18,420,829)

- 1.12 Appendix A shows an expanded version of this summary table, in addition to further explanation on the variances within directorates as well as information on the delivery of planned cost base reductions, confirming that the vast majority of efficiency initiatives are on track to be delivered in full during this financial year.
- 1.13 The overall position is that the Council is forecasting to underspend against its budget limit by £18.4m. This comprises:
- Underspend within services (£11.6m or 2.2%)
 - Underspend within other budgets (£3.6m or 3.4%)
 - Over recovery of funding (£3.2m or 0.5%)
- 1.14 There are a series of exceptional factors which contribute £11.6m to towards the forecast £15.3m underspend within the cost base, and are not considered to reflect business as usual. These are considered in further detail within Appendix A, but specifically relate to lower than expected energy costs, additional income from the energy from waste plant and additional traffic regulation order income. These are considered in fuller detail within the Appendix.
- 1.15 The scale of the reported underspend provides an opportunity for the Council to increase investment within Place infrastructure, which will secure operational and financial benefits going forward. Further analysis of the proposed capital investment is contained within Appendix A.
- 1.16 To be specific, permission is sought through this report to utilise an element of the forecast underspend to fund additional capital investment as follows:
- £6.1m Waste Transfer Stations (funded by EfW windfall gain)
 - £1.2m Cross Keys Bridge electrification (extra TRO income funded)
 - £1.5m LED swap out (energy underspend funded)
- This effectively means transferring £8.8m of revenue budget from Place directorate to the capital programme, for the schemes outlined above. If approval is given, this would reduce the forecast Council underspend to £9.6m. Under the Council's Financial Regulations a transfer from revenue to capital requires the approval of the section 151 Officer in writing as well as the approval of the Executive. The Executive Director – Resources as section 151 Officer in whose name this Report is written hereby gives that approval.
- 1.17 Whilst this report seeks approval to effect the budget transfers, it should be noted that permission to undertake the specific works identified in 1.16 will be sought via separate decision reports.
- 1.18 There could be further changes to the overall reported position in subsequent reports reflecting potential emerging risk, together with offsetting action to mitigate. At this stage it is likely that further underspends may emerge if identified risks can be contained to within contingency resources available.

Earmarked Reserves

- 1.19 Appendix B shows the current balance on the Council's earmarked reserves, together with amounts forecast to be drawn down from reserves to cover expenditure in the current year. The total opening balance for reserves including earmarked reserves, grant reserves and school balances is £238.1m. It is currently forecast that £72m of this will be used in 2023/24 to support expenditure in accordance with the purposes of the reserves. Please note this is subject to change.

Progress on Development Fund Initiatives

- 1.20 Appendix C shows a list of initiatives where the revenue and capital costs are to be funded by the Development Fund earmarked reserve. The latest forecast delivery profile can be seen within the appendix. Expenditure on Development Fund initiatives is currently forecast to be £27.8m in 2023/24, split between revenue (£12.9m) and capital (£14.9m).

Assessment of Impact on Financial Resilience

- 1.21 The impact of the financial management update set out in this report on the Council's financial resilience has been assessed and it has been concluded that the Council's financial resilience remains relatively strong. The Council took steps in advance of the financial year to mitigate the emerging risk in respect of inflation, which included maintaining the balance of the revenue contingency at the level set in 2022/23.
- 1.22 The forecast set out in this report is for a revenue underspend, and if this remains through to outturn it would be further evidence of strong financial management when considering the wider economic context the Council has been operating within. It also provides assurance that the measures introduced within this budget to offset emergent risk have been successful, which provides a strong platform for the upcoming budget setting process
- 1.23 General reserves are forecast at the end of the year to remain within the target range of 2.5% to 3.5%. Based on our current forecast underspend there should be no requirement to draw down our Financial Volatility Reserve to support the 2023/24 budgetary position. The balance of the Financial Volatility Reserve currently stands at £46.9m.
- 1.24 The Council continues to maintain its financial resilience by:
- Proactive financial management in respect of the emergent financial position,
 - Taking action to mitigate issues as and when they arise,
 - Continuing to work with the Society of County Treasurers to ensure that the Government understands the particular issues faced by County Councils,

- Refreshing and updating the medium term financial plan and financial strategy,
- Continued emphasis on transformation work, which enables significant reductions within the cost base.

Reporting of Budget Virements

1.25 The Council's financial regulations require officers to report any budget virements made during the year to the Executive. A budget virement is where budget is moved from one service area to another and where the original purpose the budget was approved for has changed. A list of all such virements made in quarter two can be found in Appendix D.

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.

Insofar as this report simply reports on performance against the budget, there are no implications that need to be taken into account by the Executive. In respect of the infrastructure initiatives proposed to be funded from the money transferred to capital in accordance with recommendation 2 the Equality Act implications will be dealt with in the decision reports referred to in paragraph 1.17.

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.

Insofar as this report simply reports on performance against the budget, there are no implications that need to be taken into account by the Executive. In respect of the infrastructure initiatives proposed to be funded from the money transferred to capital in accordance with recommendation 2 the JSNA and JHWS implications will be dealt with in the decision reports referred to in paragraph 1.17.

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.

Insofar as this report simply reports on performance against the budget, there are no implications that need to be taken into account by the Executive. In respect of the infrastructure initiatives proposed to be funded from the money transferred to capital in accordance with recommendation 2 the Crime and Disorder Act implications will be dealt with in the decision reports referred to in paragraph 1.17.

3. Conclusion

- 3.1 The Council's overall forecast revenue position is an underspend of £18.4m.
- 3.2 This provides an opportunity to undertake additional capital investment within Place infrastructure, subject to approval being given.
- 3.3 The position will continue to be monitored and reported throughout the year.

4. Legal Comments:

This report sets out an update on spending as at 30 September 2023 compared with the revenue budget for the financial year starting on 1 April 2023 to assist the Executive in monitoring the financial performance of the Council.

As to recommendation 2, under the Council's Financial Regulations approval of budget reallocations above £500,000 are within the remit of the Executive. For reallocations from revenue to capital there is an additional requirement that the section 151 Officer (Executive Director – Resources) approves the reallocation in writing. The section 151 Officer's approval is recorded in paragraph 1.16 of this Report.

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

5. Resource Comments:

This report indicates that the current year revenue budget is projected to be underspent, which partly reflects a series of exceptional items that contribute to the overall position.

The proposal to utilise part of the forecast underspend to invest additional capital in Place infrastructure would ensure necessary investment can take place without incurring ongoing borrowing requirements, preserving available capital resources for other capital priorities. It is also preferable to take action now, rather than wait until 2023/24 outturn completion in September 2024.

There are currently no other call on reserves expected to be required within the current financial year. Continued effort in monitoring is essential to ensure that emerging financial risk is identified and mitigated wherever possible throughout the year.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This report is due to be considered by the Overview and Scrutiny Management Board on 30 November 2023. Any comments of the Board will be reported to the Executive.

d) Risks and Impact Analysis

The impact of this reported financial position on the Council's overall financial resilience has been assessed and is reported on within this report.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Revenue Budget Monitoring Forecast Q2 2023/24
Appendix B	Earmarked Reserves
Appendix C	Monitoring of Development Fund
Appendix D	Budget Transfers (Quarter Two 2023/24)

8. Background Papers

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

Document title	Where the document can be viewed
Council Budget 2023/24	Council Budget 2023/24
Budget Book 2023/24	Budget Book 2023/24

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

Revenue Budget Monitoring Forecast Q2 2023/24

APPENDIX A

Table A1: Budget Forecast by Budget Book Line

REVENUE BUDGETS (all figures in £ unless stated otherwise)	Revised Budget	Net Expenditure	Forecast Outturn	Forecast Variance	Forecast Variance (%)
CHILDREN'S SERVICES					
Children's Education	13,709,024	9,353,578	13,643,301	(65,723)	-0.5%
Children's Social Care	88,983,369	48,077,393	88,472,881	(510,488)	-0.6%
ADULT CARE & COMMUNITY WELLBEING					
Adult Frailty & Long Term Conditions	140,481,208	18,825,035	140,525,207	43,999	0.0%
Adult Specialities	102,467,480	66,667,943	102,290,480	(177,000)	-0.2%
Public Health & Community Wellbeing	29,564,351	8,910,066	29,430,710	(133,641)	-0.5%
Public Protection	5,679,720	1,362,774	5,564,720	(115,000)	-2.0%
Better Care Fund	(61,412,354)	(10,564,842)	(61,412,354)	-	0.0%
Public Health grant income	(35,983,937)	(17,991,969)	(35,983,937)	-	0.0%
PLACE					
Communities	86,672,906	21,423,342	80,977,906	(5,695,000)	-6.6%
Lincolnshire Local Enterprise Partnership	451,567	(928,387)	451,567	-	0.0%
Growth	2,642,683	(638,683)	2,871,683	229,000	8.7%
Highways	35,747,419	3,736,187	31,768,419	(3,979,000)	-11.1%
FIRE & RESCUE					
Fire & Rescue	24,305,927	11,506,387	24,343,611	37,684	0.2%
RESOURCES					
Finance	8,266,102	3,899,608	7,858,770	(407,332)	-4.9%
Organisational Support	16,273,040	10,524,400	16,107,619	(165,421)	-1.0%
Governance	2,918,999	2,611,726	2,930,159	11,160	0.4%
Corporate Property	19,828,644	9,621,690	18,383,421	(1,445,223)	-7.3%
Commercial	8,900,666	4,029,569	8,430,327	(470,339)	-5.3%
Transformation	6,351,454	3,641,423	6,572,449	220,995	3.5%
IMT	17,572,168	11,844,016	18,723,528	1,151,360	6.6%
Corporate Services	2,943,336	1,372,253	2,847,647	(95,689)	-3.3%
SERVICE TOTAL	516,363,772	207,283,509	504,798,114	(11,565,658)	-2.2%
OTHER BUDGETS					
Contingency	15,924,019	-	15,924,019	-	0.0%
Capital Financing Charges	66,969,693	(3,947,211)	66,969,693	-	0.0%
Other Budgets	24,188,481	5,323,562	20,588,092	(3,600,389)	-14.9%
OTHER BUDGETS TOTAL	107,082,193	1,376,351	103,481,804	(3,600,389)	-3.4%
SCHOOLS BUDGETS					
Schools Block	159,049,307	57,782,598	159,044,851	(4,456)	0.0%
High Needs Block	106,298,815	50,827,656	106,205,901	(92,914)	-0.1%
Central School Services Block	3,223,169	432,143	3,238,584	15,415	0.5%
Early Years Block	43,187,242	21,161,324	43,173,915	(13,327)	0.0%
Dedicated Schools Grant	(301,604,930)	(156,820,278)	(301,604,930)	-	0.0%
Schools Budget (Other Funding)	7,606,244	(3,227,942)	7,606,244	-	0.0%
SCHOOLS BUDGETS TOTAL	17,759,847	(29,844,499)	17,664,565	(95,282)	-0.5%
BUDGET REQUIREMENT (pre-reserves)	641,205,812	178,815,361	625,944,483	(15,261,329)	-2.4%
Transfer to/from Earmarked Reserves	(37,021,435)	(29,478,045)	(37,021,435)	-	0.0%
BUDGET REQUIREMENT	604,184,377	149,337,316	588,923,048	(15,261,329)	-2.5%
FUNDING					
County Precept	(365,554,704)	(182,777,352)	(365,554,704)	-	0.0%
Business Rates	(142,258,973)	(73,081,454)	(145,258,973)	(3,000,000)	2.1%
Revenue Support Grant	(23,391,916)	(12,163,796)	(23,391,916)	-	0.0%
Other Grants	(72,978,784)	(37,235,237)	(73,138,284)	(159,500)	0.2%
Total Funding	(604,184,377)	(305,257,839)	(607,343,877)	(3,159,500)	0.5%
RESIDUAL DEFICIT (+) / SURPLUS (-)	-	(155,920,523)	(18,420,829)	(18,420,829)	-3.0%

Analysis of Revenue Forecast

Operating Context

1. The Council's revenue budget requirement represents the day-to-day costs of council service delivery. The Council has a strong track record of managing financial risk, with continuous improvement and implementation of efficient delivery models. Given the continued economic challenges, specifically in respect of persistent high levels of inflation, it is essential that the Council can continue to adapt to an ever-changing operating environment. This is a fundamental prerequisite for financial sustainability over the long-term.
2. The Council conducts an organisation wide budget monitoring exercise that seeks to monitor and report progress against approved financial plans on a quarterly basis, with targeted monitoring occurring during intervening periods and focussing on high-risk areas. The position set out within this report and appendix is concerned with the best estimate at quarter two. Robust monitoring is especially important during a prolonged period of economic volatility.
3. In the quarter one update, the implementation of the Council's new financial system was referenced as a major undertaking which had partially disrupted access to reporting during the monitoring period. This was resolved prior to quarter two monitoring, with attention now focussing on adapting processes to the new system and developing reporting further to enhance the information output for budget and spend managers.
4. The complexities associated with the current system of Local Government finance, in addition to the measures being progressed by the Government to ensure better oversight of the relative financial position of local authorities has been set out in the report section.

Council Summary

5. For 2023/24, the Council has a cash limit of £604.2m, otherwise known as its budget requirement. At quarter two, the Council is forecasting a total underspend against the budget limit of £18.4m (or 3.0%). This is shown in Table A1, and comprises an:
 - Underspend within services (£11.6m or 2.2%)
 - Underspend within other budgets (£3.6m or 3.4%)
 - Over recovery of funding (£3.2m or 0.5%)
6. The overall position reflects an amalgamation of identified over and underspends across the Council. The position for each directorate is considered further on in this section.
7. However, it is important to note that energy related windfall gains and reductions in cost account for approximately £9.1m of the £15.3m forecast service underspend. This relates to:

- the lag effect additional income from the energy from waste plant, reflecting the period of higher energy prices (£6.1m)
- energy costs across street lighting and property for 2023/24 not increasing to the same extent as had been expected (£3m)

In addition, there is forecast to be a significant increase in additional traffic regulation order income and permitting, in excess of the contractual cost and income share arrangement (£2.5m). Each are considered in further detail within the directorate section to which they relate.

8. It should also be noted that other local authorities have experienced lower than expected energy costs and higher than expected energy from waste income. This is due to similar assumptions in budget setting, with energy cost estimates provided by an external body to several local authorities. Therefore, the variances identified are not considered to be Lincolnshire specific.
9. The sum of the exceptional items considered in point 8 equates to approximately £11.6m, which is broadly similar to the total service underspend forecast shown in Table A1, albeit made up of differently and taking into account all reported variances across all services.
10. The budget setting process will consider in depth the permanency of the variances that have emerged during 2023/24. At this stage the energy costs are expected to be permanently lower than forecast, and the additional energy from waste income is expected to be temporary.

Place Directorate: Proposal for Additional Capital Investment

11. There is an opportunity for the Council to amend its financial plans and utilise the forecast underspend primarily caused by exceptional factors. Within the Place directorate, permission is being sought through this report to utilise their forecast underspend to fund additional capital investment as follows:
 - £6.1m Waste Transfer Stations (funded by EfW windfall gain)
 - £1.2m Cross Keys Bridge electrification (extra TRO income funded)
 - £1.5m LED swap out (energy underspend funded)
12. The summary of what each scheme entails is as follows:
 - a. Waste transfer stations – in order to meet the requirements of the Environment Act 2021, the Council needs to be able to separately collect and dispose of food waste from April 2025. This will necessitate changes to the existing five LCC waste transfer stations plus the construction of a new facility in the County to replace a rented facility which cannot be amended. Finally, the proposal is to also replace aging wheeled loading shovels to ensure the efficient operation of WTS sites. This investment is expected to enable significant revenue savings associated with food waste treatment which would be considered through the budget setting process if approved.

- b. Cross Keys Bridge electrification – the proposal is to replace the existing hydraulic systems with a fully electric system, with the bridge being operated via the use of electric motors. There are numerous benefits to making this change, including environmental, financial and resilience of the asset, with no disadvantages identified.
 - c. LED swap out – the proposal is to complete additional works in swapping out existing bulbs to LED light bulbs, which are considered to be more effective and efficient for the parts of the network that remain using older technology bulbs.
13. It should be noted that this report is not seeking permission to undertake the specific works identified in point 12, as this will be sought via separate decision reports. This report is formally seeking approval to make the budget adjustments necessary which would ensure resource availability to support the decision process to undertake the works.
14. The Council is currently working through a process to identify capital investment requirements over the medium and longer-term period, set against affordability limits. The proposal contained here would effectively reduce the need to borrow to fund these schemes, assuming they would be prioritised over other competing schemes.
15. The proposal to transfer £8.8m of Place revenue to capital is a recommendation of this report. If this is approved, the following adjustments would be made:
- £8.8m revenue budget transferred from Place to capital financing charges
 - £8.8m additional cost forecast within capital financing charges (to reflect the additional use of revenue to support capital investment)
16. This would impact the Council summary quarter two forecast position as shown in Table A2:

Table A2: Budget Forecast by Directorate/Area (adjusted for proposal)

Revenue	Budget (£)	Forecast (£)	Variance (£)
Investment in Directorates			
Adult Care and Community Wellbeing	180,796,468	180,414,826	(381,642)
Children's Services	102,692,393	102,116,182	(576,211)
Place	116,714,575	116,069,575	(645,000)
Fire and Rescue	24,305,927	24,343,611	37,684
Resources & Corporate	83,054,409	81,853,920	(1,200,489)
Total	507,563,772	504,798,114	(2,765,658)
Other Budgets			
Contingency	15,924,019	15,924,019	-
Capital Financing Charges	75,769,693	75,769,693	-
Other Budgets	24,188,481	20,588,092	(3,600,389)
Total	115,882,193	112,281,804	(3,600,389)
School Budgets	17,759,847	17,664,565	(95,282)
Transfer to/from Earmarked Reserves	(37,021,435)	(37,021,435)	-
Net Operating Expenditure	604,184,377	597,723,048	(6,461,329)
Funding			
County Precept	(365,554,704)	(365,554,704)	-
Business Rates	(142,258,973)	(145,258,973)	(3,000,000)
Revenue Support Grant	(23,391,916)	(23,391,916)	-
Other Grants	(72,978,784)	(73,138,284)	(159,500)
Total Funding	(604,184,377)	(607,343,877)	(3,159,500)
RESIDUAL DEFICIT (+) / SURPLUS (-)	-	(9,620,829)	(9,620,829)

17. This would have the effect of reducing the total forecast revenue underspend from £18.4m to £9.6m, and represent a 1.6% difference to the total budget limit.

18. If approval is not granted for the adjustment, the overall Council underspend would be £8.8m higher at the end of the financial year all else being equal. Its usage would then be determined through the financial outturn reporting process, which would be considered by Full Council in September 2024.

Variance by Directorate

19. Further analysis on the forecast revenue variance by service area is contained within this section.

20. Children's Services (£0.576m underspend):

- The Children's Education service is forecasting an underspend of £0.066m (or 0.5%), a reduction in the underspend from the prior quarter. The change in variance relates to increased Psychology service costs caused by an increase in the number of Education Health Care plans (£0.112m) and support costs relating to the processing of SEND annual reviews (£0.301m). This is largely offset by underspends in the Domiciliary Care contract (£0.290m or 48.5%)

which continues to be unable to access care resources and packages of support due to limited availability within the marketplace and a national shortage of carers for domiciliary care. As a result, there are a number of young people who are waiting for a domiciliary care service. Whilst access to the contract is the preferred option, if that is not possible then the direct payment route or spot purchase package are explored. The other main underspend relates to occupational therapy equipment.

- The number of Children in Care (CiC) has increased further to 747 at the end of August 2023 compared to 727 as at the end of March 2023. There is a continuing need for external placements, leading to overspends on residential placements (£0.294m or 4.2%) and out of county fostering placements (£0.547m or 25.2%). This includes three exceptional secure placements, for welfare reasons, which the revenue contingency is contributing towards (£0.980m), due to its exceptional nature and this cost is not budgeted for within Children's Services. In addition, the authority is seeing fee increases in the unfavourable external market, a situation which is also being experienced nationally and more complex and demanding young people being unable to be placed with our in-house foster carers. The CiC programme continues to have strong oversight and rigour of the budget position of these demand-led and volatile budgets. Within Fostering and Adoption, a forecast underspend on Family Assessments and Regulation 24 (£0.364m) have helped to partly offset these overspends.
- Social care legal costs are currently forecasting an underspend (£0.430m or 10.6%). This demand-led budget position should be treated with caution. A significant amount of work has taken place with key stakeholders to improve processes, however services are seeing higher numbers of children in need; child protection and CiC. The anticipated Children's Services 1% carry forward (£0.968m) from 2022/23 has not been specifically earmarked for particular activities, but rather for use in supporting increased spending on families in crisis, inflationary challenges and supporting emergency external placements.
- It is expected that the additional costs associated with the transport of children and families for family time initially identified in 2022/23, will continue in 2023/24. The Contact Team is forecast to overspend by £0.500m (or 32.1%). This cost will be assumed to be met from the 2023/24 centrally retained education transport budget, which was established to respond to the rising costs in transport delivery.
- Leaving Care and Supported Accommodation is forecasting to overspend by £1.086m (or 19.9%). The majority of this relates to Intense Needs Supported Accommodation (£0.922m or 184.5%) which provides more suitable placements for the young people concerned in addition to being more cost effective when compared to CiC external residential placements.
- The 0-19 children's health service continues to forecast an underspend of £0.700m (or 7.7%). This is mainly due to county-wide Health Visitor vacancies

which are at a similar level to that experienced in 2022/23. Health Visitor recruitment is a national issue, and workforce development and ongoing recruitment remains key priorities for the service.

21. Adult Care and Community Wellbeing (£0.382m underspend):

- ACCW forecast is £0.381m underspent. The key driver influencing this position continues to be the 6% vacancies (47FTE) across the Directorate. The reduction in forecast underspend from last quarter is driven by an increase in AF<C short term residential care placements, an increase in interim bed usage during September (26 as at 13/9/23) and a small number of complex physical disability packages of care. This poses a financial risk given the likelihood that these placements will become long term.
- During September, the government announced a second tranche of Market Sustainability and Improvement Funding. In addition to the £7.9m received at the start of the financial year, ACCW received a further £5.1m of funding which must be spent during 2023-24. The grant conditions specify this funding should be used to support one or more of adult social care workforce, reducing adult social care waiting times and/or market sustainability through provider rates. Based upon the market assessments completed across adult social care and the capacity and demand modelling, ACCW DLT is proposing to invest in mental health services to support the forecast increase in demand and cost of residential placements in particular, reablement services and initiatives to recruit and retain the adult social care workforce.

22. Place (£9.445m underspend*):

- The 2023/24 Highways budget included an additional £3.833m for signals and street lighting energy based on the ESPO energy adviser's forecasts. With a smaller increase now forecast for the next contract year commencing October 2023, there is an expected budget saving for the current financial year of £1.5m.
- In respect of Communities, the income share from electricity generated at the EfW plant has now been agreed and invoiced to the plant operator with forecasts updated to reflect the additional income. This is partially offset by inflation and other contract pressures within the Communities service areas but still provides the opportunity for a substantial (£5m) contribution to the investment required in the county's waste infrastructure to enable operating savings and meet future statutory requirements.
- Growth is showing inflationary pressures arising on energy and insurance costs in the business units. This is exacerbated by income levels currently being affected by voids. As the overall budget variance equates to almost 9% of the service area's net budget, there is limited scope to absorb this pressure and it's expected to remain a challenge for the year.

- In respect of education transport, the Council set aside £9.4m into contingency during the 2023/24 budget setting process to reflect the higher cost base of contracts and emerging risk within education transport. Drawdowns from the contingency will be made in-year, which will take into account the new academic year transport contract agreements. Whilst this work is ongoing, it remains the expectation that the contingency set aside remains sufficient to cover the pressures within this area.

* The directorate are seeking permission to utilise the forecast underspend to fund additional capital investment in infrastructure.

23. Fire and Rescue (£0.038m overspend):

- At this stage in the financial year, the service is forecasting a modest overspend. It is likely that this will be contained by the end of the financial year.

24. Resources and Corporate (£1.200m underspend):

- The property budget included a cost pressure of £4.388m in respect of energy inflation, which were based on the ESPO energy adviser's forecasts. With a smaller increase now forecast for the next contract year commencing October 2023, there is an expected budget saving for the current financial year of £1.5m.
- There are a series of variances within IT which have emerged during the year. This part reflects additional interventions made to strengthen the operation of the service, in addition to other pressures proposed to be funded via carry forward. The net effect reflects a cost pressure, which primarily relates to new IT priority projects. There is the potential that the Council might not be able to progress priority areas in the timescales currently envisaged, and therefore the cost profile may require amending.
- There are forecast underspends across the directorate due to the continued financial impact of higher than budgeted vacancy levels. This has the potential to increase further if recruitment activity is not in line with current expectations.
- The cost of transactional financial services is forecast to be lower during 2023/24 due to lower contract volumes and a forecast reduction in cost of the move from net to gross.

25. Other Budgets (£3.600m underspend):

- Insurance liability premiums are forecast to be approximately £1m lower than budget. The insurance contract was reprocured with effect from 1st April 2023 with full details known after the conclusion of the budget setting process where inflationary increases had been assumed. This in part reflects that the

Council increased its level of self-insurance, as well as recognising a reduction in the level of claims against the insurance budget. This is expected to be an ongoing gain and will be reflected through the budget setting process.

- During the 2023/24 budget setting process, a provision was made for the anticipated increase in pay and pension costs. The former was in recognition of an estimate of the pay award, and the latter was concerned with an adjustment to primary and secondary pension rates following the triennial review. The cost of the pay award is expected to be higher than the initial estimate, due to the offer being in excess of the level assumed. In respect of pension costs, the increase assumed did not materialise as had been expected, in part due to the recent triennial review reporting that the pension fund was assessed to be fully funded. Overall, the two pay related costs net to an in year saving of approximately £2.6m. There will be a short-term benefit in the medium term financial plan, with higher costs expected further into the plan based on a higher pay baseline and a higher primary pension contribution rate.
- The new financial system provides enhanced reporting capabilities in respect of the staffing establishment, which will support improvements to future forecasting when fully operational.
- In respect of capital financing charges, the Council is anticipating an in year underspend. This is due to a combination of factors:
 - o Slippage from the 2022/23 capital budget was higher than anticipated, which results in a lower than budgeted minimum revenue provision charge this year.
 - o In turn, this has reduced the short-term need for the Council to borrow simultaneously increasing the Council's cash balances.
 - o Higher interest rates reflecting economic volatility has given rise to a period of successive increases in the Bank of England base rate. This increases the cost of borrowing and the interest rate received. For the Council, it has not needed to borrow and has higher cash balances, which have incurred a higher rate of interest.
- The forecast underspend has not been built into the figures shown in Table A1. In line with the adopted policy, we are likely to implement a voluntary revenue provision at the end of this year equivalent to the underspend. The voluntary revenue provision can be used in future years to help manage any increases in capital financing charges.

26. Schools (£0.095m underspend):

- In respect of the High Needs block, the Alternative Provision (AP) free school place funding is forecast to underspend by £1.443m. This is a temporary underspend assuming that the Department for Education will not fully recoup funding from the Local Authority for this financial year.

- There are several demand-led and volatile areas within the High Needs Block which are forecasting overspends. One of those areas relates to top up funding to mainstream schools for Lincolnshire children and young people with Education and Health Care (EHC) plans which is forecasting an overspend by £1.513m (or 5.0%). This is due, once again, to increased demand, although Lincolnshire's is experiencing lower growth of 6.5% compared to 9% nationally (2021). The SEND transformation programme will continue to have a role in supporting the financial sustainability of the Dedicated Schools Grant.
- Non-Maintained Schools placements, independent mainstream placements and placements with other Local Authorities are overall forecasting an overspend (£0.478m or 2.4%). This is due to increased demand for those pupils with more complex needs, along with insufficient places within Lincolnshire special schools. The Building Communities of Specialist Provision Strategy is delivering an increase in the number of places within Lincolnshire to support the forecast trajectory of growth. These overspends are offset by available funding that remained earmarked for cost growth.

27. Funding (£3.159m over recovery of funding):

- The quarter two forecast is that the Council will over recover funding by circa £3.2m. This primarily relates to business rates funding, and reflects a higher than budgeted estimate of the Council's pooling gain. This is based on the factors that supported a better than expected 2022/23 outturn, and specifically assumes that business rate collection across Lincolnshire will continue to be higher than the baseline, and due to pooling this benefit will be retained and shared locally amongst the County and Districts. Enhanced modelling has been established for business rates to support the 2024/25 budget setting process.
- The other increase in funding relates to a higher than expected extended rights to free travel grant. This is held within funding, and is a net in year gain to the budget if transport costs can be contained within the limits set, which is currently the expectation.

Monitoring of Cost Base Reductions

28. When the Council approved its 2023/24 revenue budget in February, it approved total efficiency savings of £12.2m spread across the Council. As part of regular monitoring, services also measure progress of delivery against planned cost reductions. At quarter two, the planned saving per directorate and the revised estimate is shown in the table below:

Table A3: Monitoring of Planned Cost Reductions

Directorate	Planned Saving	Revised Estimate	Variance
Adult Care and Community Wellbeing	3,862	3,862	-
Children's Services	1,331	1,147	(184)
Fire and Rescue	70	70	-
Other Budgets	2,430	2,430	-
Place	3,076	3,076	-
Resources	1,461	1,461	-
Total	12,230	12,046	(184)

29. There is currently one initiative that has been identified as not on-target. Whilst modest, this relates to the savings associated with the opening of two new children's homes, which have been delayed. The first of the home opened in September 2023 with second home expected to open in January 2024, therefore impacting the savings profile for 2023/24.

Impact on Reserves

30. The current forecast underspend for the Council would be expected to reduce reliance on reserves during 2023/24, with £7.5m having been assumed to support a balanced budget in 2023/24. The current reserve statement is shown in Appendix B.

Financial Planning Process

31. There is a causal relationship between the current year forecast and the potential impact on the Council's budget over the medium term. For instance, permanent cost pressures are likely to require a permanent solution during budget setting for 2024/25. The same applies for permanent cost reductions.
32. The Council is currently progressing its detailed review of budgets as part of the 2024/25 budget setting process. This process will consider a detailed review of service budgets, anticipated future need and price levels. It will also consider anticipated changes to the funding base, together with further transformation and efficiency opportunities as the Council works to maintain its strong financial position.
33. The Government have confirmed that the Autumn Statement will be held on 22nd November, which is prior to the meeting of Overview and Scrutiny Management Board. The Autumn Statement will outline the national approach to Local Government financing in 2024/25 and hopefully beyond, although this remains uncertain. The Autumn Statement will set control totals for the Local Government finance settlement, which is the fiscal event where the Government translate national allocations into specific funding envelopes for individual local authorities. The settlement is not expected to be published until mid-to-late December. As Parliament is provisionally expected to rise for Christmas recess on 19th December 2023, the settlement will need to be published prior to this.

34. At the Executive meeting on 9th January 2024, Members will have the opportunity to consider the budget proposal for 2024/25. This will then be taken forward for consultation and scrutiny during January, before the Executive re-consider an updated budget proposal on 6th February 2024. This provides an opportunity for the Executive to recommend that the budget is taken forward to Full Council on 23rd February 2024 for the full budget setting meeting.

Reserve Statement

APPENDIX B

RESERVE STATEMENT	2022/23 (Actual)	2023/24 (Estimate)	2024/25 (Estimate)	2025/26 (Estimate)	2026/27 (Estimate)
GENERAL FUND	16,400	16,400	16,400	16,400	16,400
EARMARKED RESERVES:					
Corporate Reserves					
Financial Volatility Reserve	46,922	46,922	48,076	44,341	39,357
Development Fund	34,426	6,607	1,504	1,504	1,504
Insurances	6,775	6,775	6,775	6,775	6,775
Other Services	2,390	-	-	-	-
Total	90,513	60,305	56,355	52,619	47,635
Adult Care & Community Wellbeing					
Community Safety Reserve	50	50	50	50	50
Community Engagement Reserve	59	59	59	59	59
Total	108	108	108	108	108
Children's Services					
Schools Sickness Insurance Scheme	958	593	593	593	593
Families Working Together	599	485	371	257	142
Music Service Reserve (carry forward)	281	84	-	-	-
All Other	151	-	-	-	-
Total	1,989	1,162	964	849	735
Place					
Energy from Waste Lifecycles	3,877	3,127	2,377	1,627	877
Traffic Management Reserve	1,713	1,713	1,713	1,713	1,713
Growth Reserve	1,037	962	962	962	962
Cultural Services Reserve	295	123	123	123	123
All Other	948	928	928	928	928
Total	7,870	6,853	6,103	5,353	4,603
Resources					
Procurement	1,357	1,042	714	374	-
Legal	811	811	811	811	811
CSSC Transformation	564	0	0	0	0
Purchase of Employee Leave Scheme Reserve	305	203	129	54	-
Elections	288	588	-	300	600
All Other	25	25	25	25	25
Total	3,349	2,669	1,679	1,564	1,436
TOTAL EARMARKED RESERVES	103,830	71,097	65,209	60,494	54,518
REVENUE GRANTS:					
Children's Services	19,729	9,408	8,068	6,751	5,188
Place	8,972	7,191	6,191	6,191	6,191
ACCW	74,429	62,518	62,491	62,477	62,477
Other Budgets	1,628	1,628	1,628	1,628	1,628
Fire & Rescue	384	333	288	288	288
TOTAL GRANT RESERVES	105,142	81,077	78,666	77,335	75,771
SCHOOL BALANCES	29,148	13,927	9,702	6,050	2,695
TOTAL RESERVES	254,520	182,501	169,977	160,279	149,384

Monitoring of Development Fund

Appendix C

Revenue/ Capital	Directorate - Service	Project	Total Budget	2020/21 (Actual)	2021/22 (Actual Spend)	2022/23 (Actual Spend)	2023/24 (Planned Spend)	2024/25 (Planned Spend)	Residual Balance	Ref*
Revenue	Place - Environment	Green Masterplan	350	34	37	131	147	1	-	
Revenue	Place - Communities	Anaerobic digestion Facilities - Business Case Viability	150	12	63	-	75	0	-	
Revenue	Place - Highways and Growth	Highways Advance Design/Economic Development Pipeline Projects	2,713	484	105	693	500	931	-	1
Revenue	Place - Highways	Traffic signals - Wireless communications	5	-	-	-	5	-	-	
Revenue	Fire and Rescue	Research study - LFR prevention work	10	8	-	-	-	-	2	
Revenue	Resources - Transformation	Digital	280	167	-	-	113	-	-	
Revenue	Place - Growth	Broadband - 4G	135	-	-	-	-	135	-	
Revenue	Place - Highways	Drainage Investigation and Flood Repairs	200	30	135	-	35	(0)	-	
Revenue	Resources - Transformation	Transformation Programme	7,394	136	92	1,015	1,953	2,688	1,510	2
Revenue	Councilwide	Emergent council priorities	10,045	-	-	-	10,045	-	-	3
Capital	Place - Communities	Education Transport links to School (Route sustainability)	440	-	-	-	100	340	-	
Capital	Place - Highways	Community Maintenance Gangs	3,981	3,981	-	-	-	-	-	
Capital	Place - Highways	Drainage Investigation and Flood Repairs	3,444	646	561	890	1,347	(0)	-	4
Capital	Place - Highways	Works on B class roads and lower	10,000	-	-	10,000	-	-	-	
Capital	Fire and Rescue	Flood Management Pumps	116	116	-	-	-	-	-	
Capital	ACCW - Public Protection - Trading Standards	Replacement Trading standards Metrology equipment	50	-	-	-	50	-	-	

Page 8 of 8

Revenue/ Capital	Directorate - Service	Project	Total Budget	2020/21 (Actual)	2021/22 (Actual Spend)	2022/23 (Actual Spend)	2023/24 (Planned Spend)	2024/25 (Planned Spend)	Residual Balance	Ref*
Capital	Place - Highways	Traffic signals - Wireless communications	80	80	-	-	-	-	-	
Capital	Place - Growth	Broadband - 4G	800	-	-	-	-	800	-	5
Capital	Place - Highways	Highways initiatives/works	12,000	-	-	-	12,000	-	-	6
Capital	Place - Highways	Lines and signage	1,000	-	-	-	1,000	-	-	7
Capital	Place - Various	Minor infrastructure works, skills development and public rights of way	658	-	-	-	448	210	-	8
			53,851	5,696	993	12,729	27,819	5,104	1,512	

* further information provided on next page where number reference stated (i.e. to see further information in respect of item 1, please refer to point 1 on the following page)

Analysis of Development Fund

The Development Fund has been utilised to support investment within Council priorities and includes transformation of the Council to a lower cost base. The Development Fund is specifically monitored to consider progress against approved investment.

The table on the previous page references numbers in the far right hand column, which correspond to the explanations set out below:

Ref	Project	Narrative
1	Highways Advance Design/Economic Development Pipeline Projects	<p>This funding is being utilised to supplement the Advance Design Block budget to accelerate development of Traffic Models, Transport Strategies and Feasibility Studies while still investing the previous level of revenue funding into developing detailed designs for highway based projects and capital funding bids to third parties (e.g. DfT, DLUHC, etc).</p> <p>In addition, it has enabled the development of a pipeline of Economic Infrastructure schemes to bid against emerging government, LCC and other funding opportunities. During 2022/23, 26 Transport Strategies, Models, Feasibilities and Highway Designs were progressed with oversight from the Capital Programme Steering Group. In 2020/21 and 2021/22, 7 Economic Infrastructure feasibility studies were completed and a further 4 progressed during 2022/23 including proposals at Sutton Bridge and Kirton Business Park.</p>
2	Transformation Programme	<p>The Transformation Programme is made up of highly complex programmes of change which require a new way of working. Existing projects and programmes help to drive financial savings, consider opportunities from optimisation and digitalisation within processes and systems, deliver good value services and improved outcomes for all, whilst demonstrating a return on investment.</p> <p>To date, investment has been spent on the delivery of the: Digital Programme, Smarter Working, Children in Care Transformation, Educational Travel, People Strategy, and Corporate Support Optimisation. Each project within the programme delivers a range of budget and cash savings, cost avoidance and non-cashable benefits.</p> <p>Over the past 3 years, recurrent budget savings in excess of £4m have been delivered, with plans for a further £7.2m over the next two years whilst also improving the experience for our customers.</p>
3	Emergent council priorities	<p>The £10.045m balance represents the residual underspend from 2022/23, which Full Council approved to be allocated to the Development Fund to get allocated to priority projects further on in the financial year.</p>
4	Drainage Investigation and	<p>Schemes totalling £700k were commissioned in 2020/21 with an in-year spend of £646k. A further £561k was spent in 2021/22 with</p>

Ref	Project	Narrative
	Flood Repairs	<p>the remaining budget from the original £2m funding allocation spent in 2022/23 on schemes at Scothern and Kirton.</p> <p>Following the successful interventions made utilising this funding, Council approved a further allocation of £1.444m as part of the 2022/23 Budget to continue the programme for a further two years. £97k of this additional funding was used in 2022/23 to complete delivery of the Scothern and Kirton schemes. The remaining £1.347m is planned to be utilised in 2023/24 to deliver a larger scheme of flood alleviation works at Cherry Willingham and a programme of approximately 33 localised schemes / works packages to address localised flooding issues that have emerged as a result of recent rainfall events.</p>
5	Broadband - 4G	<p>We are working with Building Digital UK (BDUK) to understand the specific details of where they will invest in the next stage of the rural broadband programme. Once we fully understand that detail, which should be no later than autumn 2023, then we will assess whether there is the need for 4G and 5G fixed wireless access enabled broadband to augment BDUK's own investment or whether this expenditure should be adapted to meet the same objectives but through a different route.</p> <p>Our priorities are to foster business growth and to tackle the viability gap which deters communities and businesses from having the best possible digital services. This is a particular problem for our rural, farming, and tourism businesses.</p>
6	Highways initiatives/works	<p><u>Applicable to reference 6, 7 and 8:</u> During the budget setting process for 2023/24, the Council identified £8.7m of reserve balances which were re-allocated to the development fund following a comprehensive review of earmarked reserves. It is proposed that this be utilised to support investment in local highways schemes (£7m), highways lines and signage works (£1m) as well as investment in a series of smaller schemes incorporating minor infrastructure works, skills development and public rights of way. Where any specific expenditure proposals require formal decision-making they will go through the appropriate constitutional procedures.</p> <p><u>Specific to reference 6:</u> This is in addition to the previously approved £5m which is also to be spent on local highways work.</p>
7	Highways Lines and signage	Please see commentary for reference 6.
8	Minor infrastructure works, skills development and public rights of way	Please see commentary for reference 6. This is planned to be spent against adult skills development (£0.250m), castle infrastructure and equipment (£0.200m), and public rights of way (£0.208m).

Budget Transfers (Quarter Two 2023/24)

Appendix D

Revenue

SERVICE FROM	SERVICE TO	REASON	Approved by	AMOUNT
Highways	Growth	Virement - Highways to Growth for research study at Belton Lane / Newark Rd junction	Head of Highways Infrastructure and Laboratory Services	0.030m

Capital

SERVICE FROM	SERVICE TO	REASON	Approved by	AMOUNT
Corporate Property	Children's Education	Transfer of budget from Property Area Review to SEMH Schools for Myle Cross	Head of Property Strategy & Business Operations	0.300m

Revenue to Capital

SERVICE FROM	SERVICE TO	REASON	Approved by	AMOUNT
(Revenue) Highways	Chief Finance Officer - Capital Financing	To move Executive approved budget given to fund capitalised maintenance.	Deputy Chief Executive & Executive Director of Resources	12.360m
(Capital) Capital Funding	Highways Asset Protection			
(Revenue) Highways	Chief Finance Officer - Capital Financing	Transfer budget for Salix national loan repayments 23/24	Head of Highway Design Services	0.161m
(Capital) Capital Funding	Highways Asset Protection			



Open Report on behalf of Andrew Crookham, Executive Director - Resources

Report to:	Executive
Date:	05 December 2023
Subject:	Capital Budget Monitoring Report 2023/24 (Quarter 2)
Decision Reference:	I030089
Key decision?	No

Summary:

- This report provides an update on capital investment compared with budgets for the 2023/24 financial year.
- The report presents the updated capital programme, reflecting any external funding or re-phasing adjustments that have been made during quarter two.
- The detailed programme can be seen within Appendix A, together with narrative on progress against key investment schemes.
- The current forecast is that there will be an in year underspend which will necessitate further re-phasing of the programme.
- The quarter two revenue report proposes additional capital investment in Place infrastructure, funded by revenue underspend. The effect of this, if approved, is demonstrated in Appendix B.

Recommendation(s):

That the Executive:

- 1) Notes the position on the capital programme and decides on any corrective action necessary.
- 2) Notes the potential for the capital programme to change if separate approval is given for additional investment in Place infrastructure.

Alternatives Considered:	
1.	This report shows the projected outturn for 2023/24 based on information at a point in time, therefore no alternatives have been considered.

Reasons for Recommendation:
To maintain the Council's financial resilience.

1. Background

- 1.1 In February 2023, the Council approved a capital investment strategy in addition to a revised capital investment programme. Both strands support delivery of the Council plan, helping the Council to achieve its strategic objectives and legal duties for the benefit of residents and businesses that operate within its area.
- 1.2 The economic environment has remained challenging since the budget was approved, with the rate of inflation remaining higher for longer than the Council's revised expectations in February. This has started to reduce due to prices now being measured against a permanently higher base, however the Bank of England do not expect the rate to fall below their 2% target until 2025. This has implications for the Council's financial planning, which will be reflected during the budget setting process for 2024/25.
- 1.3 Economic challenges impact nationally, and therefore are not specific to Lincolnshire. Nevertheless, there are three known capital related elements which will need to be reconsidered as part of the 2024/25 financial planning process:
- The first is that the cost of capital investment has increased, because of the impact of inflation and other inflationary causes (e.g. cost of raw materials). This means that there is a diminished buying power for capital investment, relative to a few years ago.
 - The second relates to the cost of capital financing, which has been on an upward trajectory because of continued increases in the Bank of England base rate intended to counteract the rate of inflation. The base rate has potentially now peaked. For the Council, it means that the cost of borrowing is now higher than it could be accessed for in prior years. This could have implications for the revenue budget over the longer-term, assuming that rates remain high at the time when the Council needs to borrow with internal borrowing currently prioritised and preferred.
 - Conversely, this does also mean that slower than planned delivery of capital investment could result in higher interest receipts in the short-term. This has been considered within the revenue report considered as part of the same Executive meeting agenda.

- 1.4 The Council utilises capital investment to support investment within Council services, which helps to continuously achieve better service outcomes and better financial outcomes within revenue. There is a clear link between revenue and capital and therefore neither can be considered in isolation.
- 1.5 The Council categorises capital investment into projects and blocks. Capital blocks investment comprises schemes which maintain and/or replace the Council's existing assets (e.g. highways maintenance). Capital projects are specific schemes which represents specific investment within an area to create a new asset which will deliver additional benefit to Lincolnshire.
- 1.6 In line with good financial management practices, the Council's use of resources is closely monitored and reported to the Executive. This report provides information on the current financial position and will inform the next stages of financial planning, taking account of the risks and opportunities in respect of financial sustainability.
- 1.7 Quarter two represents the half way point in the financial year, which means there has been six months to identify and better understand any changes from the approved financial plan, and six months remaining to continue taking any corrective action necessary.
- 1.8 In the quarter one update, the implementation of the Council's new financial system was referenced as a major undertaking which had partially disrupted access to reporting during the monitoring period. A fuller suite of reporting is now available, and there is work ongoing to adapt data and processes to the different construct of the new system. This will ensure more effective reporting with reduced need for manual intervention.
- 1.9 The constraints at quarter one meant that the focus was on reporting an up to date capital programme, rather than providing alternative forecast figures. Therefore, quarter two represents a more comprehensive update to the Executive which is considerate of variances and their causes.
- 1.10 There is inherent risk within the capital programme for the reasons set out in this section. It is, however, important to note that the Council has acted to mitigate by adjusting the capital programme during the previous budget setting round to recognise that the cost of some schemes had increased. At this stage, the programme is expected to remain sufficient, although this could change. From a wider perspective, the Council takes a prudent approach to the setting of reserves and contingencies – including the new development capital contingency – which ensures the Council has time to react to material changes to circumstances.
- 1.11 The Council's financial planning process for 2024/25 is in progress. This will result in the production of a new capital investment strategy, as well as a revised capital investment programme reflecting new investment need and priorities, within

affordability limits. Extensive capital planning work has been taking place to support this process. This will complement the monitoring work ongoing, with clear links between the two areas of capital investment management.

Overall Financial Position – Capital

- 1.12 The summary capital forecast for net investment as at 30 September 2023 (end of quarter two) is as follows:

Investment Area	2023/24 Budget	2023/24 Forecast	Variance
Better Care Fund	(0.000)	-	0.000
Adult Frailty & Long Term Conditions	0.979	1.444	0.465
Children's Education	6.993	6.944	(0.050)
Children's Social Care	3.013	3.013	-
Commercial Services	0.310	0.310	-
Corporate Property	7.897	6.035	(1.862)
Fire & Rescue	2.403	2.374	(0.030)
Public Protection	0.045	0.045	-
Information Management	6.892	5.308	(1.584)
Chief Finance Officer - Other	18.294	-	(18.294)
Place - Communities	4.202	2.529	(1.673)
Growth	8.995	7.957	(1.038)
Highways	86.549	89.143	2.594
Total	146.572	125.100	(21.472)

- 1.13 Appendix A shows the summarised capital programme by directorate, in addition to the detailed capital programme post outturn. In addition, Appendix A shows further information in respect of the in year variances reported.
- 1.14 The overall forecast of a net underspend of circa £21.5m is heavily linked to the current assumption that the new developments capital contingency budget (£19.9m) will remain unspent through the remainder of the year, with its usage subject to a wider re-prioritisation exercise which will be proposed as part of the budget setting process.
- 1.15 There are a series of other in year variances, up and down, but the vast majority relate to timing of spend and will be corrected via future re-phasing.
- 1.16 The likelihood is that the Council will not spend £125.1m during 2023/24, and further re-phasing will be made during subsequent financial quarters. Therefore, the Council's in-year borrowing requirement is likely to reduce compared to the estimate at the start of the year. This position is also expected to contribute to a forecast underspend on capital financing charges which would provide a short-term benefit to the revenue budget. This is considered within the revenue quarter two update report.
- 1.17 The capital investment strategy will also be refreshed during the financial planning process.

Assessment of Impact on Financial Resilience

1.18 The capital forecast reflects an in year forecast net underspend, which reflects current assumptions. There have not been any cost overspends reported that cannot be contained through re-phasing, albeit the programme remains large and exposed to risks around things like raw material prices. In terms of revenue cost of capital investment, there could be longer-term cost implications if higher interest rates persist over the long-term. This is not expected to cause a short-term issue although is one that will continue to be monitored. The Capital Investment Strategy 2023/24 requires the capital programme to be affordable over the longer term and the latest position remains in line with this position.

1.19 The Council continues to maintain its financial resilience by:

- Proactive financial management in respect of the emergent financial position
- Taking action to mitigate issues as and when they arise
- Continuing to work with the Society of County Treasurers to ensure that the Government understands the particular issues faced by County Councils, including within the context of capital investment and affordability
- Refreshing and updating the capital investment strategy and capital investment programme,
- Continued emphasis on investment which supports transformation and enables significant reductions within the revenue cost base.

2. Legal Issues:

Equality Act 2010

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

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

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

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

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

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

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

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

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

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

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

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

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

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

Crime and Disorder

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

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

3. Conclusion

3.1 The Council's current position on the capital programme is highlighted in this report for the Executive to note.

3.2 The position will continue to be monitored and reported throughout the year.

4. Legal Comments:

This report sets out an update on capital investment forecasts compared with the capital budget for the financial year starting on 1 April 2023 to assist the Executive to monitor the financial performance of the Council.

5. Resource Comments:

This report provides an updated capital investment programme in addition to current forecasts for 2023/24. It is likely that further re-phasing will be required during the remainder of the financial year to ensure the programme remains aligned to delivery timescales.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This report is due to be considered by the Overview and Scrutiny Management Board on 30 November 2023. Any comments of the Board will be reported to the Executive.

d) Risks and Impact Analysis

The impact of this reported financial position on the Council's overall financial resilience has been assessed and is reported on within this report.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Capital Investment Programme 2023/24 – 2032/33
Appendix B	Proposed Change to Capital Investment Programme

8. Background Papers

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

Document title	Where the document can be viewed
Council Budget 2023/24	Council Budget 2023/24
Budget Book 2023/24	Budget Book 2023/24

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

Capital Investment Programme 2023/24 – 2032/33

APPENDIX A

Table A1: 2023/24 – 2032/33 Capital Investment Programme (Summary)

Capital	2023/24	2024/25	2025/26	2026/27 - 2032/33
Investment in Blocks				
Adult Care and Community Wellbeing	8,113,826	-	-	-
Children's Services	8,082,672	50,000	2,967,000	32,377,000
Place	73,884,876	46,259,488	3,088,337	20,275,000
Fire and Rescue	2,403,343	2,978,408	1,718,000	3,000,000
Resources & Corporate	13,377,312	7,000,000	7,000,000	39,500,000
Total	105,862,029	56,287,896	14,773,337	95,152,000
Investment in Projects				
Adult Care and Community Wellbeing	495,379	-	-	-
Children's Services	27,236,574	7,844,691	-	-
Place	78,385,641	20,088,340	17,667,569	182,403,727
Fire and Rescue	-	-	-	-
Resources & Corporate	1,721,148	900,000	300,000	1,800,000
Total	107,838,742	28,833,031	17,967,569	184,203,727
New Development Capital Contingency	19,861,646	5,000,000	5,000,000	30,000,000
Total Capital Investment	233,562,417	90,120,927	37,740,906	309,355,727
Funding				
External Funding	(86,990,799)	(45,157,176)	(11,881,612)	(95,434,529)
Borrowing	(117,658,404)	(39,763,006)	(20,660,973)	(178,560,834)
Capital Receipts	(5,000,000)	(5,000,000)	(5,000,000)	(35,000,000)
Revenue	(23,913,214)	(200,745)	(198,321)	(360,364)
Total Funding	(233,562,417)	(90,120,927)	(37,740,906)	(309,355,727)

Table A2: 2023/24 – 2023/33 Capital Investment Programme (Detail)

B/P	Scheme Name	2023/24			2024/25			2025/26			2026/27 – 2032/33		
		Gross Budget	External Funding	Internal Funding	Gross Budget	External Funding	Internal Funding	Gross Budget	External Funding	Internal Funding	Gross Budget	External Funding	Internal Funding
	Adult Care and Community Wellbeing												
B	Adult Care	0.484	-	0.484	-	-	-	-	-	-	-	-	-
B	Safer Communities	0.025	-	0.025	-	-	-	-	-	-	-	-	-
B	Registration Celebratory & Coroners Services	0.020	-	0.020	-	-	-	-	-	-	-	-	-
B	Better Care Fund	7.585	7.585	(0.000)	-	-	-	-	-	-	-	-	-
P	Welton - Extra Care Housing	0.495	-	0.495	-	-	-	-	-	-	-	-	-
	Children's Services												
B	Schools Maintenance Programme	4.888	4.888	-	-	-	-	-	-	-	-	-	-
B	Provision of School Places (Basic Need)	1.639	1.939	(0.300)	-	-	-	2.917	1.500	1.417	32.077	7.836	24.241
B	Devolved Capital	0.962	0.962	-	-	-	-	-	-	-	-	-	-
B	Foster Care	0.120	-	0.120	0.050	-	0.050	0.050	-	0.050	0.300	-	0.300
B	Other Children's Social care	0.009	-	0.009	-	-	-	-	-	-	-	-	-
B	Connect the Classroom	0.465	0.471	(0.007)	-	-	-	-	-	-	-	-	-
B	SEMH Schools - Expanding provision	0.300	-	0.300	-	-	-	-	-	-	-	-	-
P	SEND Reorganisation	14.531	9.259	5.272	7.845	-	7.845	-	-	-	-	-	-
P	Children's Homes	2.011	0.412	1.599	-	-	-	-	-	-	-	-	-
P	Lincs Secure Unit	10.278	7.266	3.013	-	-	-	-	-	-	-	-	-
P	Lincolnshire Secure Unit	0.116	0.116	-	-	-	-	-	-	-	-	-	-
	Fire and Rescue												
B	Fire Fleet and Equipment	2.374	-	2.374	2.978	-	2.978	1.718	-	1.718	3.000	-	3.000
B	Fire & Rescue and Emergency Planning	0.030	-	0.030	-	-	-	-	-	-	-	-	-
	Other Budgets												
B	New Developments Contingency Fund	19.862	-	19.862	5.000	-	5.000	5.000	-	5.000	30.000	-	30.000
B	Capital Fund	-	1.568	(1.568)	-	-	-	-	-	-	-	-	-

B/P	Scheme Name	2023/24			2024/25			2025/26			2026/27 – 2032/33		
		Gross Budget	External Funding	Internal Funding	Gross Budget	External Funding	Internal Funding	Gross Budget	External Funding	Internal Funding	Gross Budget	External Funding	Internal Funding
	Resources & Corporate												
B	Property	5.976	-	5.976	3.225	-	3.225	3.225	-	3.225	19.350	-	19.350
B	Improvement Transformation	4.000	-	4.000	-	-	-	-	-	-	-	-	-
B	Infrastructure and Refresh Programme	2.733	-	2.733	3.500	-	3.500	3.500	-	3.500	18.500	-	18.500
B	County Farm Block	0.531	0.000	0.531	0.275	-	0.275	0.275	-	0.275	1.650	-	1.650
B	Replacement ERP Finance System	0.127	-	0.127	-	-	-	-	-	-	-	-	-
B	ICT Development Fund	0.013	-	0.013	-	-	-	-	-	-	-	-	-
B	Orchard House Repairs	(0.002)	-	(0.002)	-	-	-	-	-	-	-	-	-
P	School Mobile Classroom Replacement	-	-	-	0.900	-	0.900	0.300	-	0.300	1.800	-	1.800
P	Property Area Review	0.067	-	0.067	-	-	-	-	-	-	-	-	-
P	Waddington Training Facility - Capital	0.378	-	0.378	-	-	-	-	-	-	-	-	-
P	Fire Door Replacement	0.478	-	0.478	-	-	-	-	-	-	-	-	-
P	Grantham Fire Project	0.469	-	0.469	-	-	-	-	-	-	-	-	-
P	2023 Device Replacement (Refresh)	-	-	-	-	-	-	-	-	-	-	-	-
P	IMT (Cloud Navigator/Windows 10)	0.077	-	0.077	-	-	-	-	-	-	-	-	-
P	Care Management System (CMPP)	0.014	-	0.014	-	-	-	-	-	-	-	-	-
P	Leverton Fire Station	0.310	-	0.310	-	-	-	-	-	-	-	-	-
P	Azure Data Migration Project	(0.072)	-	(0.072)	-	-	-	-	-	-	-	-	-
		233.56a2	86.991	146.572	90.121	45.157	44.964	37.741	11.882	25.859	309.356	95.435	213.921

Table A3: 2023/24 Capital Investment Forecast (Summary)

Investment Area	Gross Forecast			External & Grant Forecast			Net Forecast		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
Better Care Fund	7.585	7.585	0.000	(7.585)	(7.585)	-	(0.000)	-	0.000
Adult Frailty & Long Term Conditions	0.979	1.444	0.465	-	-	-	0.979	1.444	0.465
Children's Education	25.041	24.992	(0.050)	(18.048)	(18.048)	-	6.993	6.944	(0.050)
Children's Social Care	10.278	10.278	-	(7.266)	(7.266)	-	3.013	3.013	-
Commercial Services	0.310	0.310	-	-	-	-	0.310	0.310	-
Corporate Property	7.897	6.035	(1.862)	(0.000)	-	0.000	7.897	6.035	(1.862)
Fire & Rescue	2.403	2.374	(0.030)	-	-	-	2.403	2.374	(0.030)
Public Protection	0.045	0.045	-	-	-	-	0.045	0.045	-
Information Management	6.892	5.308	(1.584)	-	-	-	6.892	5.308	(1.584)
Chief Finance Officer - Other	19.862	-	(19.862)	(1.568)	-	1.568	18.294	-	(18.294)
Place - Communities	4.202	2.857	(1.345)	-	(0.328)	(0.328)	4.202	2.529	(1.673)
Growth	8.995	7.957	(1.038)	0.000	0.000	(0.000)	8.995	7.957	(1.038)
Highways	139.073	106.238	(32.836)	(52.524)	(17.095)	35.430	86.549	89.143	2.594
Total	233.562	175.421	(58.141)	(86.991)	(50.321)	36.670	146.572	125.100	(21.472)

Table A4: 2023/24 Capital Investment Forecast (Detail)

Scheme	Gross Forecast			External & Grant Forecast			Net Forecast		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
Better Care Fund	7.585	7.585	0.000	(7.585)	(7.585)	-	(0.000)	-	0.000
Adult Frailty & Long Term Conditions									
Adult Care	0.484	0.484	-	-	-	-	0.484	0.484	-
Hoplands - Extra Care Housing	-	-	-	-	-	-	-	-	-
Welton - Extra Care Housing	0.495	0.960	0.465	-	-	-	0.495	0.960	0.465
Children's Education									
Early Help Services	0.009	0.009	-	-	-	-	0.009	0.009	-
Devolved Capital	0.962	0.962	-	(0.962)	(0.962)	-	-	-	-
Provision of School Places	1.639	1.639	-	(1.939)	(1.939)	-	(0.300)	(0.300)	0.000
School Modernisation/Condition	4.888	4.888	-	(4.888)	(4.888)	-	-	-	-
Other Education and SEND Services	0.465	0.465	-	(0.471)	(0.471)	-	(0.007)	(0.007)	-
Safeguarding	0.236	0.186	(0.050)	(0.116)	(0.116)	-	0.120	0.070	(0.050)
SEND Provision Capital funding for Pupils with EHC Plans	14.831	14.831	-	(9.259)	(9.259)	-	5.572	5.572	-
Children's Services - Children's Homes	2.011	2.011	-	(0.412)	(0.412)	-	1.599	1.599	-
Children's Social Care									
Residential Homes & Placements	10.278	10.278	-	(7.266)	(7.266)	-	3.013	3.013	-
Commercial Services									
Leverton Fire Station	0.310	0.310	-	-	-	-	0.310	0.310	-
Corporate Property									
Property	2.024	1.172	(0.852)	(0.000)	-	0.000	2.024	1.172	(0.852)
Property Maintenance	5.337	4.320	(1.017)	-	-	-	5.337	4.320	(1.017)
Property Rationalisation Programme	0.469	0.476	0.007	-	-	-	0.469	0.476	0.007
Property Area Review	0.067	0.067	-	-	-	-	0.067	0.067	-
Property Improvement Programme	-	-	-	-	-	-	-	-	-
Fire & Rescue									
Fire & Rescue and Emergency Planning	0.030	-	(0.030)	-	-	-	0.030	-	(0.030)
Fire Fleet Vehicles and Associated Equipment	2.374	2.374	-	-	-	-	2.374	2.374	-

Scheme	Gross Forecast			External & Grant Forecast			Net Forecast		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
Public Protection									
Safer Communities	0.025	0.025	-	-	-	-	0.025	0.025	-
Registration Celebratory & Coroners Services	0.020	0.020	-	-	-	-	0.020	0.020	-
Information Management									
Infrastructure and Refresh Programme	2.733	4.919	2.186	-	-	-	2.733	4.919	2.186
Improvement Transformation	4.000	0.350	(3.650)	-	-	-	4.000	0.350	(3.650)
Replacement ERP Finance System	0.127	0.039	(0.088)	-	-	-	0.127	0.039	(0.088)
Care Management System (CMPP)	0.014	-	(0.014)	-	-	-	0.014	-	(0.014)
IT Development Fund	0.013	-	(0.013)	-	-	-	0.013	-	(0.013)
Windows 10 Refresh 2018	0.077	-	(0.077)	-	-	-	0.077	-	(0.077)
Azure Data Migration Project	(0.072)	-	0.072	-	-	-	(0.072)	-	0.072
Chief Finance Officer - Other									
New Developments Contingency Fund	19.862	-	(19.862)	-	-	-	19.862	-	(19.862)
Capital Fund	-	-	-	(1.568)	-	1.568	(1.568)	-	1.568
Place - Communities									
Electronic Ticket Machines	(0.004)	(0.004)	-	-	-	-	(0.004)	(0.004)	-
Libraries	0.323	0.511	0.188	-	-	-	0.323	0.511	0.188
Heritage/archives	1.625	0.125	(1.500)	-	-	-	1.625	0.125	(1.500)
Other Environment & Planning	0.006	0.008	0.002	-	-	-	0.006	0.008	0.002
Flood & Water Risk Management	0.584	0.539	(0.045)	-	-	-	0.584	0.539	(0.045)
Countryside Rights of Way	0.045	0.045	-	-	-	-	0.045	0.045	-
Local Flood Defence Schemes	0.504	0.500	(0.004)	-	-	-	0.504	0.500	(0.004)
Equipment & Vehicles at Waste Transfer Stations	0.120	0.120	-	-	-	-	0.120	0.120	-
Waste - Fire Suppression at Waste Transfer Stations	0.028	0.028	-	-	-	-	0.028	0.028	-
HWRC Tattershall	(0.011)	(0.011)	-	-	-	-	(0.011)	(0.011)	-
Drainage Investigation and Flood Repairs	-	0.328	0.328	-	(0.328)	(0.328)	-	-	-
Waste - Separated Paper and Card Scheme	0.984	0.669	(0.315)	-	-	-	0.984	0.669	(0.315)
HWRC Skegness	-	-	-	-	-	-	-	-	-
Growth									
Lincolnshire Enterprise Partnership Contribution	1.536	-	(1.536)	-	-	-	1.536	-	(1.536)
LEP Skills Investment Programme	(0.000)	(0.000)	-	-	-	-	(0.000)	(0.000)	-

Scheme	Gross Forecast			External & Grant Forecast			Net Forecast		
	Budget	Forecast	Variance	Budget	Forecast	Variance	Budget	Forecast	Variance
Head of Economic Infrastructure	(0.302)	(0.302)	-	-	-	-	(0.302)	(0.302)	-
Teal Park	(0.001)	(0.000)	0.001	-	-	-	(0.001)	(0.000)	0.001
South Lincolnshire Food Enterprise Zone	(0.337)	0.045	0.382	-	-	-	(0.337)	0.045	0.382
Economic Development- Business Unit Development	0.191	0.006	(0.185)	-	-	-	0.191	0.006	(0.185)
Skegness Countryside Business Park	0.040	-	(0.040)	0.000	-	(0.000)	0.040	-	(0.040)
Economic Development - Horncastle Industrial Estate Extension	1.500	1.500	-	-	-	-	1.500	1.500	-
Assistant Director Growth	6.368	6.708	0.340	-	-	-	6.368	6.708	0.340
Local Electric Vehical Infrastructure	-	-	-	0.000	0.000	-	0.000	0.000	-
Highways									
Spalding Relief Road	20.159	20.159	-	-	-	-	20.159	20.159	-
Other Highways and Transportation	2.776	3.870	1.094	-	(1.094)	(1.094)	2.776	2.776	-
Integrated Transport	4.898	1.452	(3.445)	(3.337)	-	3.337	1.561	1.452	(0.108)
Energy Efficiency Street Lighting	0.224	0.161	(0.063)	-	-	-	0.224	0.161	(0.063)
Highways Asset Protection	56.296	20.073	(36.223)	(45.607)	(6.884)	38.723	10.689	13.189	2.500
Network Resilience	1.787	1.787	-	-	-	-	1.787	1.787	-
A1084 Safer Road Fund	(0.011)	(0.011)	-	-	-	-	(0.011)	(0.011)	-
A631 Middle Rasen to Bishops Bridge Safer Roads Fund	0.013	0.013	-	-	-	-	0.013	0.013	-
A631 Louth to Middle Rasen Safer Road Fund	0.700	0.700	-	-	-	-	0.700	0.700	-
A18 Safer Road Fund	(0.007)	(0.007)	-	-	-	-	(0.007)	(0.007)	-
Lincoln Eastern Bypass	4.596	4.596	-	-	-	-	4.596	4.596	-
Grantham Southern Relief Road	34.061	34.061	-	-	-	-	34.061	34.061	-
A16/A1073 Spalding to Eye Road Improvement	0.006	0.006	-	-	-	-	0.006	0.006	-
A46 Welton Roundabouts (Integrated Transport/NPIF)	0.225	0.225	-	-	-	-	0.225	0.225	-
Holdingham Roundabout	0.142	0.142	-	-	-	-	0.142	0.142	-
A46 Roundabouts	0.019	0.019	-	-	-	-	0.019	0.019	-
Corringham Road (development with WLDC)	(0.000)	(0.000)	-	-	-	-	(0.000)	(0.000)	-
Sleaford Rugby Club (Sleaford Growth Schemes)	(0.000)	(0.000)	-	-	-	-	(0.000)	(0.000)	-
A52 Skegness Roman Bank Reconstruction	0.903	0.903	-	-	-	-	0.903	0.903	-
Local Highways Improvements to support Coastal Routes	0.664	0.664	-	-	-	-	0.664	0.664	-
Boston Development Schemes	2.753	2.753	-	-	-	-	2.753	2.753	-
North Hykeham Relief Road	6.606	6.606	-	(3.580)	(3.580)	-	3.026	3.026	-
Rural Roads Fund	(0.926)	(0.926)	-	-	-	-	(0.926)	(0.926)	-
A16 Levelling Up Fund (LUF)	2.595	8.131	5.536	-	(5.536)	(5.536)	2.595	2.595	-
Boston Dolphin Lane	0.592	0.857	0.265	-	-	-	0.592	0.857	0.265
Total	233.562	175.421	(58.141)	(86.991)	(50.321)	36.670	146.572	125.100	(21.472)

Analysis of Capital Investment

1. The Council plans to invest £670.8m of capital resource between 2023/24 and 2032/33 to support delivery of the Council plan. Investment in the County's highways network continues to be a key priority for the Council, in addition to investment in other priorities such as education and the Council's asset base.
2. The current version of the capital programme is shown in summary format (Table A1) and is also detailed by capital scheme (Table A2). Within Table A2, each capital scheme is categorised as either "B" or "P", which means block or project. A capital block refers to recurrent spend on assets (e.g. highway maintenance), whereas project spend specifically relates to a new capital project (e.g. new road).
3. In the quarter one update to the Executive, the implementation of the Council's new financial system was referenced as a major undertaking which had partially disrupted access to reporting during the monitoring period. Whilst this issue has been substantively resolved, there is further work to be undertaken in adapting processes to the new system and developing reporting further to enhance the information output for budget and spend managers. This specifically refers to updating coding of forecasts to reduce manual intervention. This work will be concluded in time for quarter three monitoring.
4. The Council undertakes regular monitoring of its capital investment programme, to ensure the programme remains realistic and invests in Council priorities. This is especially important given the size and scale of the capital programme, and its susceptibility to planning assumption changes (e.g. scope, price).
5. This report focusses on forecast investment in 2023/24, compared with the current budget. This is shown at a summary level (Table A3) and by scheme (Table A4). Prior to considering the detail any further, it should be noted that there have been significant changes made to the capital programme during quarter two in respect of re-phasing and incorporating additional external funding.
6. The Council currently plans to invest £233.6m in 2023/24, supported by £87.0m of external and grant funding, giving rise to a net planned investment of £146.6m. The revised forecast, shown in Table A3, shows gross investment is expected to be £175.4m, supported by £50.3m of external and grant funding, indicating a revised net investment estimate of £125.1m, therefore an in year net underspend of £21.5m.
7. Given the capital programme is delivered over a longer timescale, the vast majority of variances associated with the timing of spend, and therefore are not real cost pressures or savings. Trend analysis of prior year spend indicates that further re-phasing is likely to be required during the remainder of the 2023/24 financial year to ensure budgets are aligned with delivery timescales.
8. Considering the wider economic context, there is an increased risk that the programme will become more expensive if delivered over a longer timeframe, given the continued inflationary challenges and the potential for further increases in the Bank of England base

rate. The persistent high levels of inflation – of which construction specific indices have been subject to much higher increases – has meant that the cost of some capital schemes have increased already and could increase further.

9. In addition, the Bank of England has continued to increase the cost of capital as a result of successive increases to the base rate, which has now potentially peaked. The increase in the base rate has increased the cost of borrowing to the Council, in turn increasing the cost of capital financing. The Council does not set capital financing budgets based on historical low rates, however there is expected to be longer-term cost increases if the cost of financing remains at the current level.
10. The Council's capital investment strategy is being refreshed as part of the financial planning process. This intention is for renewed focus on investment principles, a desire for better reporting of investment impact, as well as improving line of sight on capital affordability over the longer-term
11. In addition, an exercise is ongoing to review the current capital programme to identify any known longer-term changes to current capital investment plans. This exercise will also look to identify new or emergent investment need, so that it can be reported as part of the budget setting process. This review is being led and co-ordinated by the Council's capital review group.
12. The position for each directorate is considered in turn, based on the information reported to directorate leadership teams.

Adult Care and Community Wellbeing

13. The directorate has a total capital programme of £15.007m, with some still to get reflected on the ledger and hence doesn't show yet within the tables.
14. To date £3.281m has been spent with the majority funding the DeWint Extra Care Housing development. Council has approved a further £7.339m investment into extra care and working age adult accommodation and day services. The refurbishment of day services is forecast to cost approx. £3.5m. In addition to the £2.504m above, £0.350m of support corporately is anticipated plus a proposal to utilise the 2023-24 ACCW revenue forecast underspend of £0.700m.
15. Current proposals for the use of the £4.311m balance include:
 - £2.320m extra care and working age adult developments in Horncastle,
 - £1.000m day services,
 - £0.991m balance into working age adults housing, location tbc, supporting the need to meet demand.

Children's Services

16. SEND Capital Funding: the budget has been adjusted to reflect increasing requirements through utilisation of the DfE SEND Capital grant funding for 2023/24. The £101.8m overall programme is on target to deliver to budget. There is an anticipated release of £0.680m from the contingency budgets to resolve other programme matters. In terms of activity update, St Francis and Gosberton are at the pre-construction phase. The delivery timescale Spending for St Christophers, St Francis and Gosberton has been revised and the budget re-phased into 2024/25.
17. Childrens Homes: Robin House (September 2023 planned opening) and Riverhead House (January 2024 planned opening). Budget includes £0.325m of capital contingency funding for Riverhead House, Louth. The overall programme is currently showing a £0.082m underspend, which has been provisionally earmarked for the other homes.
18. Lincs Secure Home (new build): Executive approval has been given to the purchase (with £3m funded from capital contingency) of the land at Bonemill Lane, Sleaford following the grant of planning permission. The project is proceeding on the basis of engaging Section 203 of the Housing and Planning Act 2016 to override the covenant. Approval has also been given to enter into an enabling works contract following DfE grant funding of £7.26m.

Fire and Rescue

19. Following re-phasing of expenditure to reflect revised timing of requirements, the Fire & Rescue capital programme is forecast to be broadly in line with budget for 2023/24.
20. It is expected that the replacement of the Fire Control mobilising and related systems will create a requirement for additional capital funding. The project team are continuing to develop both the capital and revenue impacts but current expectation is that they will be funded from corporate contingencies.
21. A comprehensive review of the service's long-term capital requirement has been completed to help inform the Council's planning and this shows significant budget shortfalls in the medium-term as the next round of fire appliance replacements fall due, combined with inflationary impacts.

Place

22. The summary forecast position by area is considered below:
 - a. Highways: Budgets are monitored closely and the programme of works amended as required as variances and risks can be expected given the nature of highways projects and the uncertainty of weather conditions. Some re-phasing of work into next year will follow over the next month.

- b. Communities: The delay in budget spend is within Cultural Services as the Lincoln Museum project is developing. The project team are monitoring the progress and may need to re-phase some of the budget into 2024/25.
 - c. Growth: The variance is primarily due to the GLLEP projects funding administered by the GLLEP Board and staff.
23. The Highways in year asset protection programme remains under constant review given the challenges of weather conditions on the surface dressing programme and the timing of projects needed on the primary route network. Much of this work is covered by the DfT grant, augmented by additional LCC funding.
24. There are two major project updates to note:
- a. Grantham Southern Relief Road (GSRR) is now in its third and final stage to complete the link to the A52 at Somerby Hill. A re-design of the bridge which resulted from poor ground conditions has delayed progress and increased costs. This issue continues to cause uncertainty and financial risk with the forecasts currently being updated.
 - b. Spalding West Relief Road (SWRR) has made good progress but the risks remain around materials price inflation, weather, ground conditions and sub-contractor supply and pricing.

Resources

25. In respect of IT, there are two major in year variances to report:
- The Council is undertaking a major refresh of computer device's which will lead to benefits around computer performance, productivity and IT security. The project to refresh circa 5,000 devices has commenced and will incur cost during this financial year. There is budget provision available in future years to fund this activity, and therefore there will be forward re-phasing required from the budget allocation which was originally spread over a longer time span.
 - The Council also has £4m set aside for improvement transformation. The usage of this resource is currently undergoing a fuller review, aligned to the new strategic IT direction. Due to this, there will be lower spend during 2023/24 which will require re-phasing back to future years to fund the identified activity which will realise the transformational benefits intended, such as the decommissioning of legacy systems.
26. In respect of property, there are forecast to be in year underspends across property maintenance and projects. This reflects supplier capacity to support maintenance works, and revised timescales for project delivery.

Other Budgets

27. The New Developments Contingency Fund has existed to date to ensure some protection against unforeseen and unplanned increases in the cost of capital schemes, which is especially important considering the wider economic context. The financial planning process is currently considering how to best utilise the remaining balance to support identified need and Council priorities. As a consequence, the contingency budget is not likely to be spent until 2024/25 at the earliest.

Proposed Change to Capital Investment Programme

APPENDIX B

Table B1: Impact on 2023/24 – 2023/33 Capital Investment Programme (Summary)

Capital	2023/24	2024/25	2025/26	2026/27 - 2032/33
Investment in Blocks				
Adult Care and Community Wellbeing	-	-	-	-
Children's Services	-	-	-	-
Place	-	-	-	-
Fire and Rescue	-	-	-	-
Resources & Corporate	-	-	-	-
Total	-	-	-	-
Investment in Projects				
Adult Care and Community Wellbeing	-	-	-	-
Children's Services	-	-	-	-
Place	8,800,000	-	-	-
Fire and Rescue	-	-	-	-
Resources & Corporate	-	-	-	-
Total	8,800,000	-	-	-
New Development Capital Contingency	-	-	-	-
Total Capital Investment	8,800,000	-	-	-
Funding				
External Funding	-	-	-	-
Borrowing	-	-	-	-
Capital Receipts	-	-	-	-
Revenue	(8,800,000)	-	-	-
Total Funding	(8,800,000)	-	-	-

Table B2: Impact on 2023/24 – 2023/33 Capital Investment Programme (Detail)

Proposed Investment (funded by revenue underspend)	2023/24	2024/25	2025/26	2026/27 - 2032/33
Waste Transfer Stations	6,100,000	-	-	-
Cross Keys Bridge electrification	1,200,000	-	-	-
LED swap out	1,500,000	-	-	-
Total Capital Investment	8,800,000	-	-	-

Analysis

The 'Revenue Budget Monitoring Report 2023/24 (Quarter 2)' report contained the following recommendation:

That the Executive:

- 2) Approves the transfer of £8.8m from the Place Directorate revenue budget to the capital financing charges budget for the purpose of funding additional capital investment in Place Directorate infrastructure, as set out in paragraph 1.16 of the Report.

Table B1 and B2 demonstrate how the capital programme would be adjusted if this approval is given.

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**Open Report on behalf of Andrew Crookham,
Deputy Chief Executive and Executive Director - Resources**

Report to:	Executive
Date:	05 December 2023
Subject:	Corporate Plan Success Framework 2023-24 - Quarter 2
Decision Reference:	I029357
Key decision?	No

Summary:

This report presents an overview of performance against the Corporate Plan as at 30 September 2023. Detailed information on performance can be viewed on the Council's [website](#).

Recommendation:

That performance for Quarter 2 2023-24 as at 30 September 2023 be considered and noted.

Alternatives Considered:

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 how the Council is performing against the Corporate Plan.

1. Background

1.1 The County Council's Corporate Plan (CP) 2020-2030 sets out our priorities for local residents and communities. The CP has been refreshed in order to recognise that additional or different actions are required during the life of the Plan to build on progress and to keep the Plan relevant to changing context and challenges. This refresh was agreed at the full Council meeting on the 19th May 2023 and reflects:

- Progress on delivering the plan since 2019.

- Changes in the Council’s operating environments including local priorities, funding and changes in national policy.
 - Changing lifestyles, needs and public service recovery from the coronavirus Pandemic.
 - Further actions needed to deliver on the Council’s ambitions for Lincolnshire’s Residents.
- 1.2 The Corporate Leadership Team (CLT) and Assistant Directors (ADs) have developed the Corporate Plan Success Framework (CPSF) which identifies the developmental activities and Key Performance Indicators (KPIs) that will be undertaken in order to achieve the four ambitions outlined in the CP. This framework has been revised to align with the refreshed plan and was agreed by the Executive on the 4th July 2023.
- 1.3 The **four ambitions** for the Council are:
- Support high aspirations
 - Enable everyone to enjoy life to the full
 - Create thriving environments
 - Provide good value council services
- 1.4 All of the four ambitions are 'progressing as planned'. This is based on both the key activities and KPIs.
- 1.5 This report provides the Executive with highlights of performance of the revised CPSF. The full range of performance is hosted on the Council's [website](#).
- 2.0 **Performance Reporting**
- 2.1 For **Activities**, this includes those which are:-
- **Amber: “Progress is within agreed limits”** a current milestone is slightly behind but the Activity overall is still on plan.
 - **Red: “Not progressing as planned”** the Activity is currently behind plan and work is being done to try to achieve the Objective or the Objective cannot be achieved.
- Details of all activities reported in quarter 2, including those rated as **Amber: “Progress is within agreed limits”** and **Green: “Progressing as planned”** are available in **Appendix A** and on the Council's [website](#).
- 2.2 For **KPIs**, this report includes those where an ambition (target) has been set against the KPI and the **ambition** has either-
- Exceeded (performed better than target and tolerance levels set)
 - Been achieved (within the ambition and tolerance levels set)
 - Not been achieved (outside of ambition and tolerance levels set)
- 2.3 The CPSF includes contextual KPIs, where an ambition has not been set. These have been considered by Executive Directors as to our position:
- Relative to similar authorities or national comparators; and

- Relative to historic data or our expected position at this point in the reporting period.

Where it is considered appropriate to raise with the Executive, these have been highlighted in section 4.6

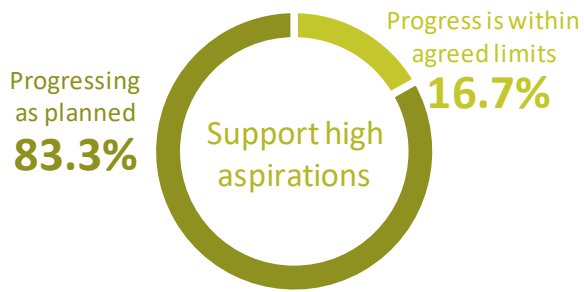
All KPIs can be found on the Council's [website](#).

3.0 **Headline performance – Key activities**

3.1 Services have provided key milestones for each activity for 2023-24. Progress is an objective judgement by the service against the milestones.

3.2 To summarise, of the **40 activities** with milestones due to be reported in quarter 2, **95%** are rated as **Progressing as planned**.

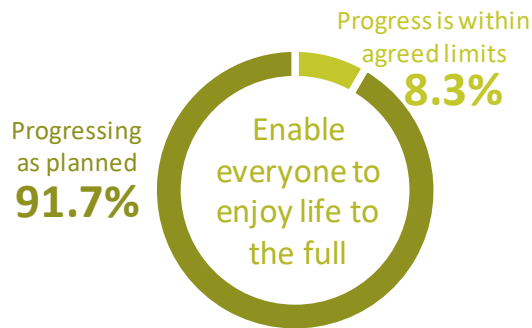
38	Progressing as planned	Current milestone achieved and activity overall is expected to be achieved either on time or ahead of timescales.
2	Progress is within agreed limits	A current milestone is slightly behind but the activity overall is still on plan.
0	Not progressing as planned	Activity is currently behind plan and work is being done to try to achieve the objective or the objective cannot be achieved.
40		Overall performance of activities



Activities

6

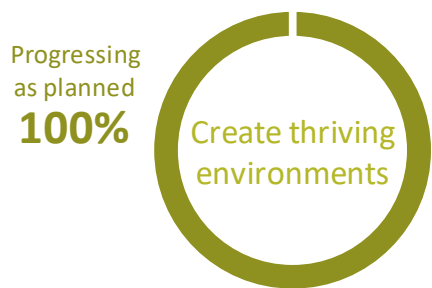
Ambition
Progressing as planned



Activities

12

Ambition
Progressing as planned



Activities

11

Ambition
Progressing as planned



Activities

11

Ambition
Progressing as planned

3.3 There are 2 key activities that are rated as Amber (**Progress is within agreed limits**), none have been rated as Red (**Not progressing as planned**) this quarter. Those key activities that are Amber rated are still progressing within agreed limits however, one of the milestones may not have been achieved but the overall activity is still on track and therefore there is no cause for serious concern at this stage. These are:

3.3.1 Support high aspirations

A34 - We will continue to work with partners to enhance community safety, with a particular focus on prevention and early intervention. We will improve the effectiveness and efficiency of service delivery through building a sustainable financial and operating model for the Public Protection function, pooling budgets and undertaking joint commissioning activity.

- **Completion of finance review for the statutory boards and recommendations for future pool funding opportunities. Completion of community safety performance framework. Identify cross over activity where the fire service can contribute to community safety. Develop and complete a partnership engagement strategy for internal and external audiences. Employment of Domestic Abuse (DA) Safe Accommodation Project Co-ordinator and associated Crime Reduction Tactical Advisor. Employment of x2 analysts in community safety hub.**

The refurbishment of Myle Cross is proceeding as planned with a new community safety hub and conferencing facilities that will allow for joined up working space between police, LCC and other partners, enhancing opportunities for collaborative working. The target date for completion of this work is summer 2024. A finance task and finish subgroup of the Safer Lincolnshire Partnership has been established. Contributions to the Partnership for the 2024/25 financial year have been agreed as have the reporting arrangements. Business Managers from the Safer Lincolnshire Partnership, Lincolnshire Safeguarding Adults Board, Lincolnshire Domestic Abuse Partnership and Lincolnshire Safeguarding Children's Partnership continue to meet regularly and are seeking to align financial requests to partners. The recruitment for the Safe Accommodation Project Co-ordinator and associated Crime Reduction Tactical Advisor is almost complete with the interviews for candidates planned for November. Two multi agency analytical pieces of work have commenced around adult safeguarding and serious violence. Numerous agencies are involved in this work including LCC, Police, Public Health, Fire and Rescue and Childrens services. This activity will help facilitate our objective of delivering preventative and early interventions. This work will run alongside the wider community analytical hub project which will see the recruitment of apprenticeship and senior analytical capability. The performance framework for our fraud activity and education activity is complete and the data dashboards created. Work continues on the crime prevention and domestic abuse dashboards.

3.3.2 Enable everyone to enjoy life to the full

A13 - We will work with our districts and other partners in implementing the housing for independence strategy, to increase accommodation options for those wanting Extra Care, those

with learning disabilities, mental illness or autism. We will also collaborate to deliver easy access to equipment / adaptations to homes that enable greater independence.

- During this Quarter, the Grange Farm scheme will be presented to the Adults and Community Wellbeing Committee for consideration. Following this, the scheme will seek Executive approval to enable the project and partnership to progress. In partnership with ACIS Group and West Lindsey District Council, this development will feature 10 one-bedroom apartments for Working Aged Adults with a disability within Market Rasen. Additionally in Quarter 2, it is anticipated listed building consent will be submitted to achieve the required approvals to commence construction on the Grange Farm scheme.

During Quarter 2, the Grange Farm scheme was presented to Adults and Community Wellbeing Committee and received support to progress. On 14th April 2023, the Council's contribution to the Grange Farm scheme was subsequently approved by the Leader of the Council: Executive Councillor for Resources, Communications and Commissioning and the Executive Councillor for Adult Care and Public Health. Due to the complexities and risks of the site additional surveys and contract negotiations with ACIS' chosen contractor have taken longer than expected, therefore listed building consent has not been submitted during this quarter. It is anticipated this will be submitted during Quarter 4.

In addition, The Hoplands scheme (in Sleaford, which comprises of 40 extra care apartments and 12 one-bedroom apartments for Working Aged Adults with learning disabilities, physical disabilities, and mental illness), in partnership with North Kesteven District Council obtained planning permission on 3rd October 2023 receiving unanimous support from the planning committee.

4.0 Key Performance Indicators (KPIs)

4.1 Of those KPIs where an ambition (target) has been set, 27 can be compared with an updated position for quarter 2 reporting. It is a very positive picture to see 93% of KPIs exceeding or achieving the ambition that was set:-

- **6 exceeded the ambition**
 - **PI 39** Household waste to landfill ★
 - **PI 64** Customers' level of satisfaction ★
 - **PI 74** Number of people accessing learning & skills ★
 - **PI 75** Number of qualifications delivered ★
 - **PI 78** Carers who have received a review of their needs ★
 - **PI 93** Percentage of ultrafast broadband coverage in residential & business premises ★

- **19 achieved the ambition**
 - **PI 4** Percentage of 16-17 year olds not in education, employment or training ✓
 - **PI 10** Percentage of children with EHCPs in a mainstream setting ✓
 - **PI 14** Rate of children in care (per 10,000) ✓
 - **PI 15** Percentage of children in care living within a family environment ✓
 - **PI 16** Percentage of social care providers in Lincolnshire with a CQC inspection rating of 'good' or 'outstanding' ✓
 - **PI 17** The percentage of adults aged 18 to 64 in receipt of an adult care service who are receiving these in the community ✓
 - **PI 18** The percentage of adults aged 65 and over in receipt of an adult care service who are receiving these in the community ✓
 - **PI 25** For adults discharged from hospital, the percentage who remain at home 91 days after discharge ✓
 - **PI 36** Household waste collected ✓
 - **PI 38** Recycling at County Council owned Household Waste Recycling Centres ✓
 - **PI 43** Percentage of contacts resolved through early resolution ✓
 - **PI 44** Days lost to sickness absence per FTE ✓
 - **PI 67** Percentage of eligible 2-year-olds who are in receipt of their Early Years Entitlement ✓
 - **PI 68** Percentage of 3–4-year-olds who are taking up their universal entitlement ✓
 - **PI 72** Safeguarding cases supported by an advocate (where appropriate) ✓
 - **PI 73** Concluded safeguarding enquiries where the desired outcomes were achieved ✓
 - **PI 79** Proportion of Adults with a learning disability in paid employment ✓
 - **PI 80** Proportion of Adults with a learning disability in paid employment and volunteering ✓
 - **PI 82** Number of businesses supported ✓

- **2 did not achieve the ambition**
 - **PI 76** Carers supported in the last 12 months ✘
 - **PI 37** Recycling Rate (new national formula) ✘

4.2 Exceeded ambition

4.2.1 Support high aspirations

PI 74 Number of people accessing learning & skills ☆



The number of adults accessing Learning and Skills at the end of Quarter 2 was 4,643 above the target of 4,120. This figure includes learners that attended Employment and Skills Funding Agency (ESFA) funded Adult Skills Budget qualifications and courses, as well as Department for Education (DfE) funded Multiply and Skills Bootcamp programmes.

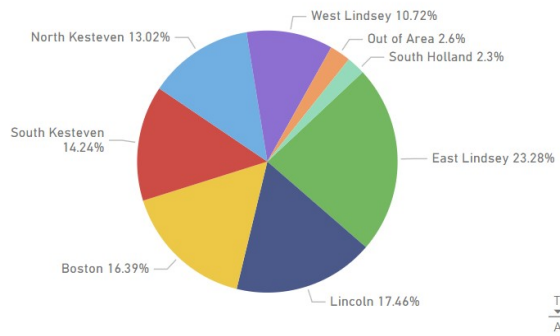
Amongst the 4,643 learners were 621 that attended Multiply programmes designed to increase levels of numeracy across the County; 280 that were studying a range of qualification programmes and a further 3,462 that were engaged on adult skills courses, including family learning programmes. Provision is planned, delivered and aimed at targeted learners with the effect that 72% of learners were unemployed, 48% of learners had no, or low level of qualifications, 46% were male learners, and 36% of learners had a learning difficulty or disability. Focusing on 'filling the gaps' in areas of deprivation across the County, 18% of all learners lived in Lincoln, 17% in West Lindsey, 16% in East Lindsey and 15% in South Kesteven. With a continued focus on widening participation and supporting employability, 64% of learners attended a range of courses designed to provide skills for work readiness, with 22% attending courses specifically relating to the health and care sectors and a further 14% to digitisation.

In relation to Skills Bootcamps (16-week course for the unemployed and employees seeking progression). 280 learners have reached milestone 1, in which they have received over 5 guided learning hours.

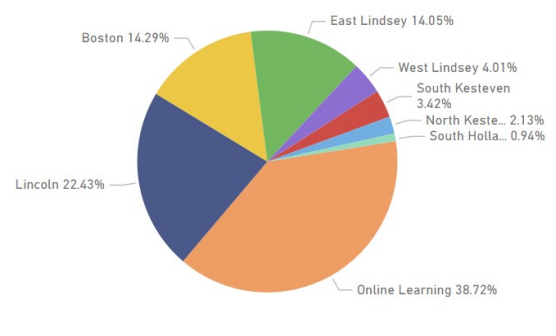
PI 75 Number of qualifications delivered ☆



Number of learners (based on learner postcode)



Number of enrolments (based on postcode location of the course)



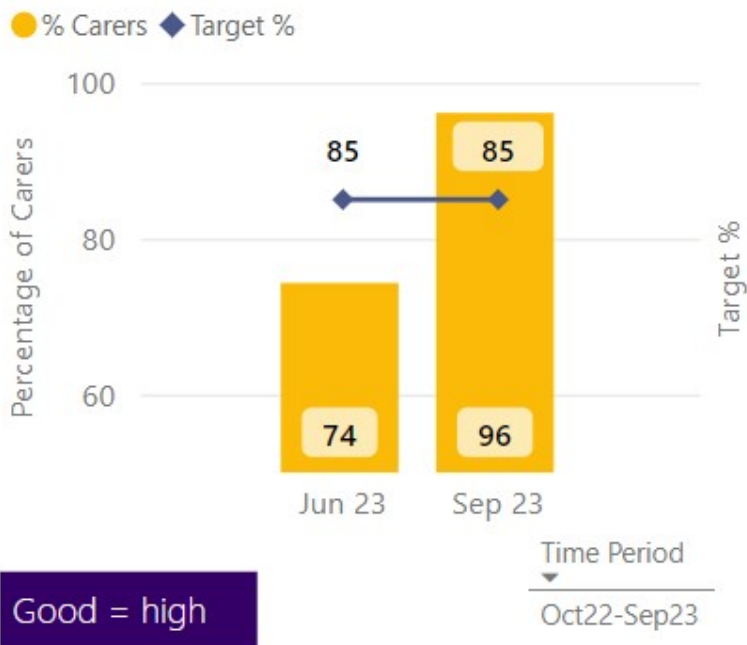
The number of qualifications achieved by adults at the end of Quarter 2 was 1,036, above the target of 400. This increase in performance is due to several factors including changes to demand in year which resulted in a significant number of courses being delivered that had multiple qualifications attached to them, as well as a general increase in learner engagement. Of the 1,036 qualifications that were achieved between April and September, 64% of them were delivered in classroom settings, with 36% delivered online.

Provision continues to be aimed at targeted learners with the effect that 56% of qualifications were achieved by male learners, 64% were achieved by unemployed learners and 33% by learners with no, or low levels of prior attainment. 54% of qualifications achieved were at Entry Level with 23% at Level 1 and 21% at Level 2.

With a continued focus on supporting employability, the range of qualifications was varied, including, GCSE's or functional skills in English or Maths as well as a host of other vocational qualifications. In support of Lincolnshire's priority employment sectors, 391 qualifications achieved related to the wider care sectors, 216 to construction, 141 to accountancy and business administration and 139 to hospitality.

4.2.2 Enable everyone to enjoy life to the full

PI 78 Carers who have received a review of their needs ☆



The end of Quarter 2 figure is 96.1% (497 out of 517) which exceeds the target and evidences the effective work of the Carer's Service. It should be noted that the definition for this measure has changed since it was last reported at the end of Quarter 1 to ensure it accurately reflects the performance of the service. The measure takes all unpaid carers who receive a personal budget (a direct payment) and seeks to understand if their personal budget has been reviewed.

The definition used in previous reporting comprised data from 2 groups of carers:

- 1) reviews of carers who receive direct payments; and
- 2) reviews of the cared-for person where they receive an ongoing direct payment for respite care.

Reviews undertaken for a cared-for-person are outside the remit and therefore control of the Carer's Service, so this group has now been removed from the measure. The definition for Quarter 2 onwards is now revised to include group one only - carers who receive a direct payment and reflects the performance of the Carer's Service.

4.2.3 Create thriving environments

A summary of all Waste PIs is in section 4.5

PI 93 Percentage of ultrafast broadband coverage in residential & business premises ☆

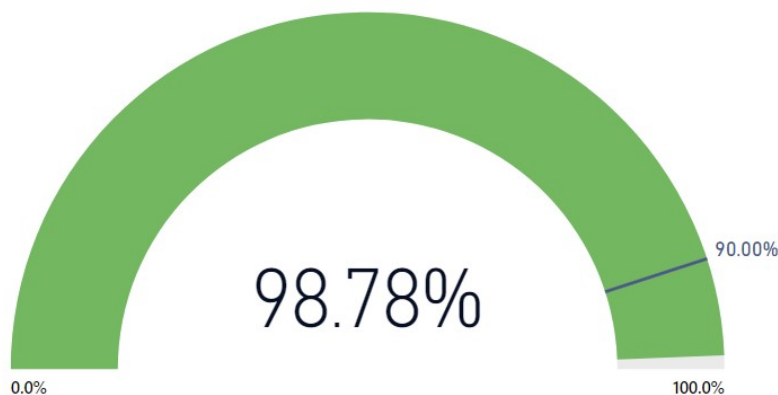


Good = high and achieving the ambition

Ultrafast deployment is moving well and current performance leads us to expect to arrive at target values at year end. The continuing evolution of 5G based Fixed Wireless Access supports enhanced ultrafast coverage

4.2.4 Provide good value council services

PI 64 Customers' level of satisfaction ☆



Good = high

This performance indicator has exceeded the target in Quarter 2. The Council moved to a new telephony system at the end of the previous quarter. Quarter 2 has been impacted as the Customer Service Centre adjusts its operational model to the new technology. This has led to some temporary challenges including an increased customer wait time, although it remains sufficiently low to ensure very high levels of customer experience.

4.3 Achieved ambition

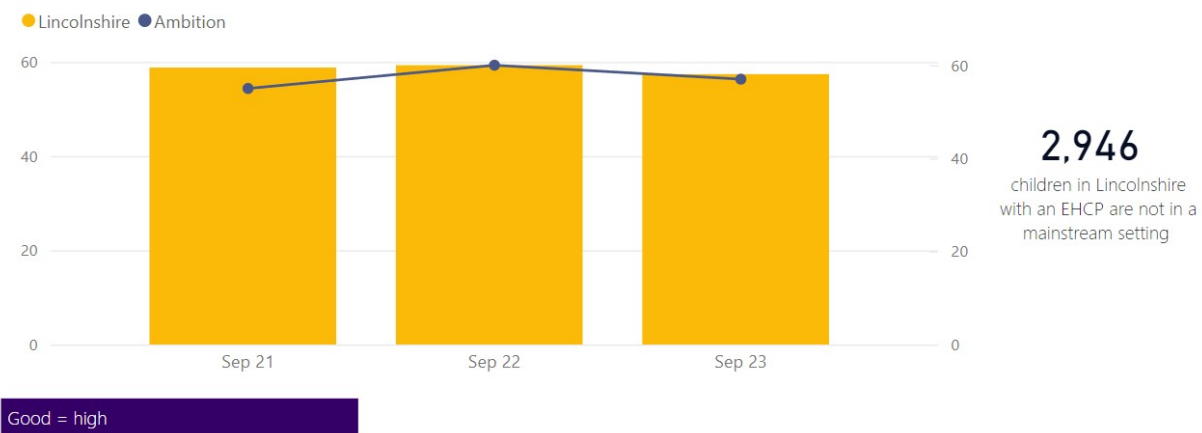
4.3.1 Support high aspirations

PI 4 Percentage of 16-17 year olds not in education, employment or training ✓



The Quarter 2 performance (0.97) is the last recorded position for this academic year and as expected the number of 16 and 17 year olds not in education, employment or training is on target.

PI 10 Percentage of children with EHCPs in a mainstream setting ✓

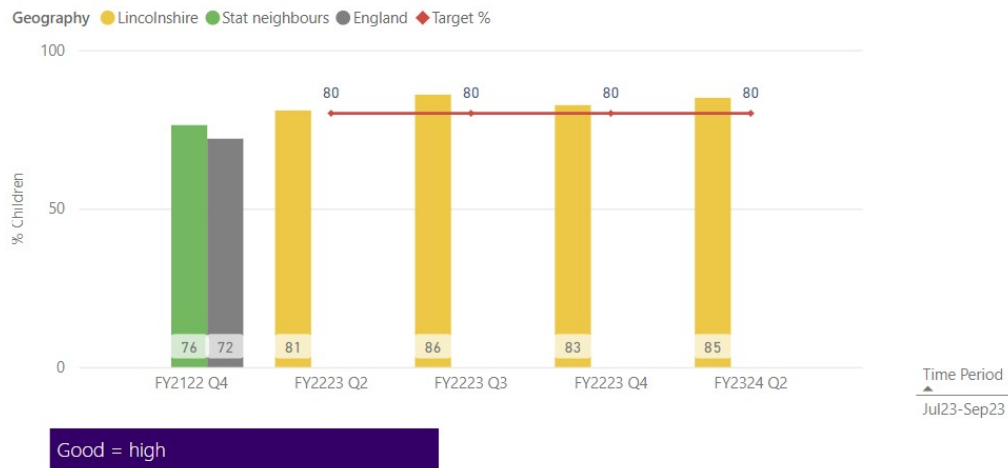


Due to a change in the way the SEN2 census is recorded, reporting has reverted to local data taken in January to calculate this measure using the categories outlined in the measure description. The historic data has been adjusted accordingly.

The number of children and young people with an Education, Health and Care Plan (EHCP) who are in mainstream education is 57.4%. This has achieved the target (57%) and reflects the continued efforts by all those who support young people with special educational needs. The Special Educational Needs and Disabilities (SEND) system has focused on ensuring that the mainstream

sector has practitioners with the skills and knowledge to be able to meet the wide range of needs of this cohort. This not only provides young people with SEND the opportunities to access a varied curriculum, but also provides capacity in specialist settings for those young people who require a higher level of support.

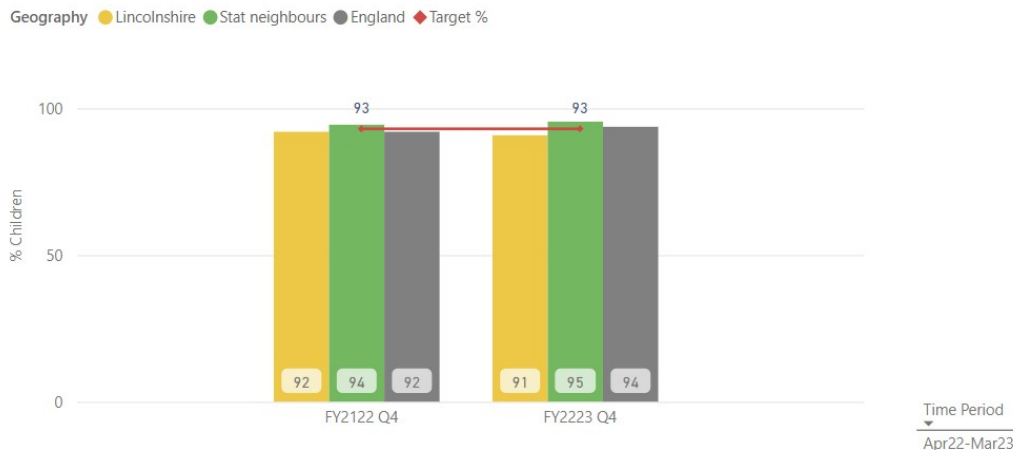
PI 67 Percentage of eligible 2-year-olds who are in receipt of their Early Years Entitlement ✓



In Quarter 2 the take up of those entitled to their 2-year-old early years entitlement was 84.9%, which achieved the target which is set at 80%. The Early Years and Childcare Support team continues to work in collaboration with locality teams, health visitors and a wide variety of partners to share data to encourage families to access their entitlement and improve take-up.

Our appointed outreach officer is also having a positive impact on this target, and at 84.9% Lincolnshire compares favourably to Statistical Neighbours (76.3%) and National data (72%).

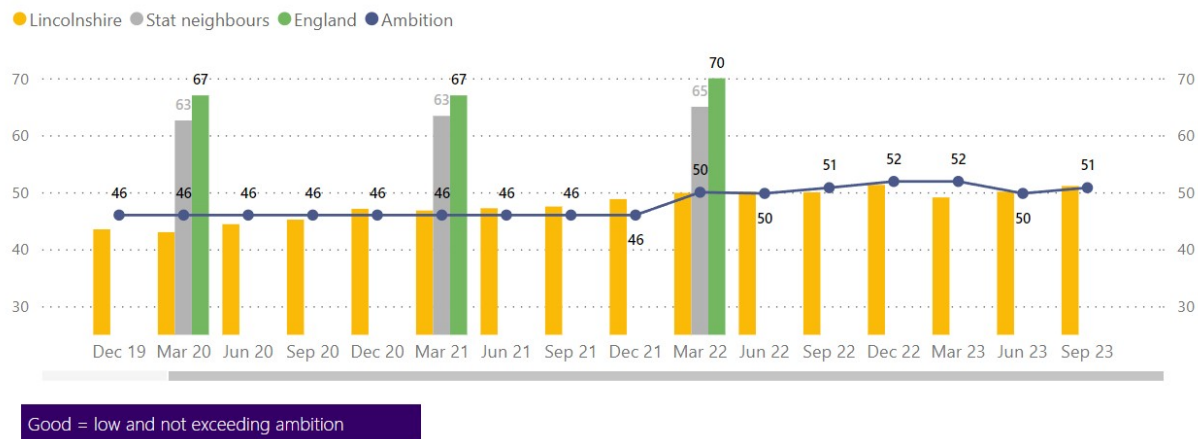
PI 68 Percentage of 3–4-year-olds who are taking up their universal entitlement ✓



90.8% of children in Lincolnshire take up their 3- and 4-year-old universal entitlement, this has fallen slightly from 92% however, it is within our target tolerance. Target: 93%, tolerance: 89-95%. The Early Years and Childcare Support team continues to work in collaboration with locality teams, health visitors and a wide variety of partners to encourage families to access their entitlement and improve take-up. Our appointed outreach officer is also supporting this target.

4.3.2 Enable everyone to enjoy life to the full

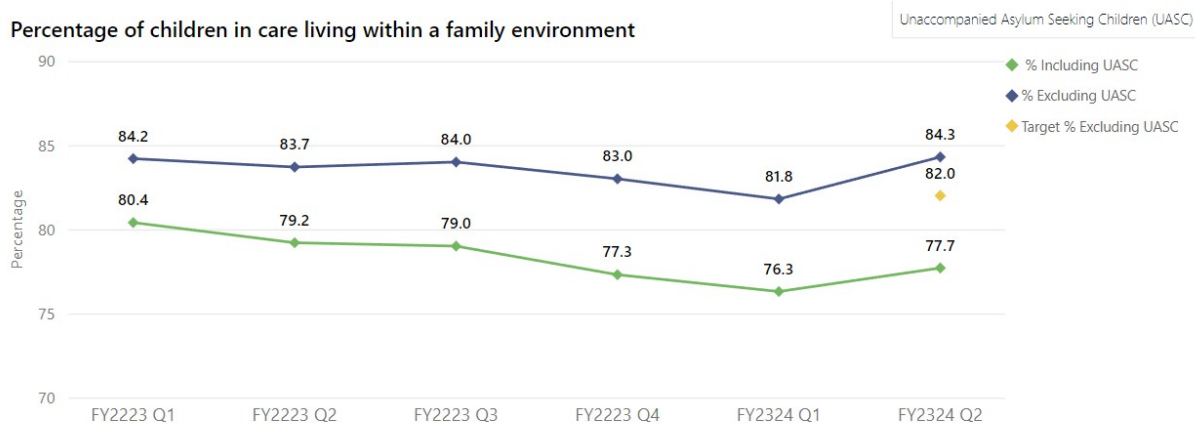
PI 14 Rate of children in care (per 10,000) ✓



At 51.1 per 10,000 children in care, this measure is slightly above target (50.8) but is within tolerance, so has therefore achieved this Quarter. This target has been revised upward in comparison to recent years to take into account the effects of the National Transfer Scheme and the number of children in care per 10,000 remains at a relatively high level compared to recent years. The recent growth in numbers is attributable to the council’s safeguarding responsibilities and is partly attributable to the number of unaccompanied asylum-seeking children that have arrived as part of the new temporary mandated National Transfer Scheme. The expectation is that Lincolnshire will take a maximum of 144 children which equates to 0.1% of the general child population and therefore there continues to be a likely impact of growth going forward.

Despite the recent growth and the potential for future increase there continues to be an emphasis on prevention from children coming into care and exit planning from the care system where it can be achieved. However, even with the increase, the Lincolnshire number of Children in Care (CiC) per 10,000 remains significantly below the most recent published figures both nationally and by our statistical neighbours (70 per 10,000 and 65 per 10,000 respectively as of 31st March 2022).

PI 15 Percentage of children in care living within a family environment ✓

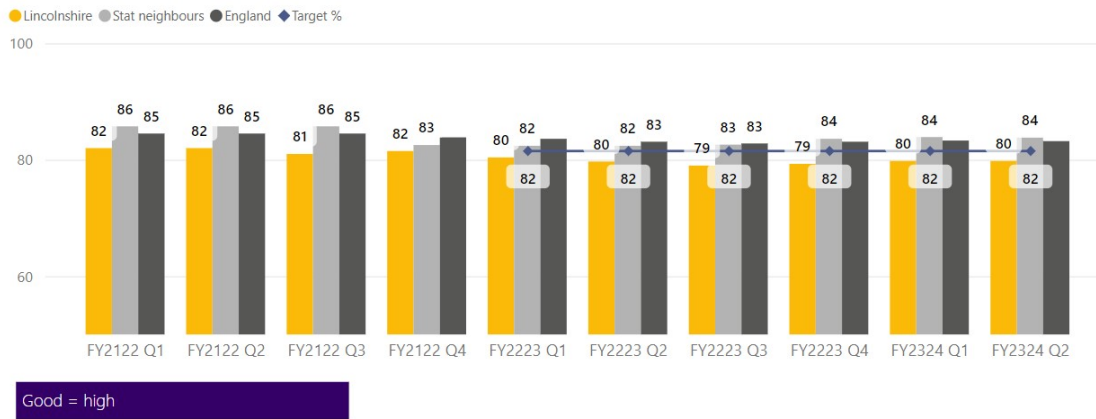


Good = high and not falling below the ambition

Unaccompanied asylum seeking children (UASC) have a large impact on the total percentage of children in care living within a family environment as the majority of them are over 16 and are more suited to semi-independent living arrangements. The number of UASC has been rising steadily, making up around 9% of the total child in care population in Lincolnshire at the start of the 2023/24 business year. To illustrate the underlying level of children living within a family environment without the distortion of UASC, we are now providing figures both including and excluding UASC in the Corporate Plan, but this commentary will focus on excluding UASC, with an updated target of 82%.

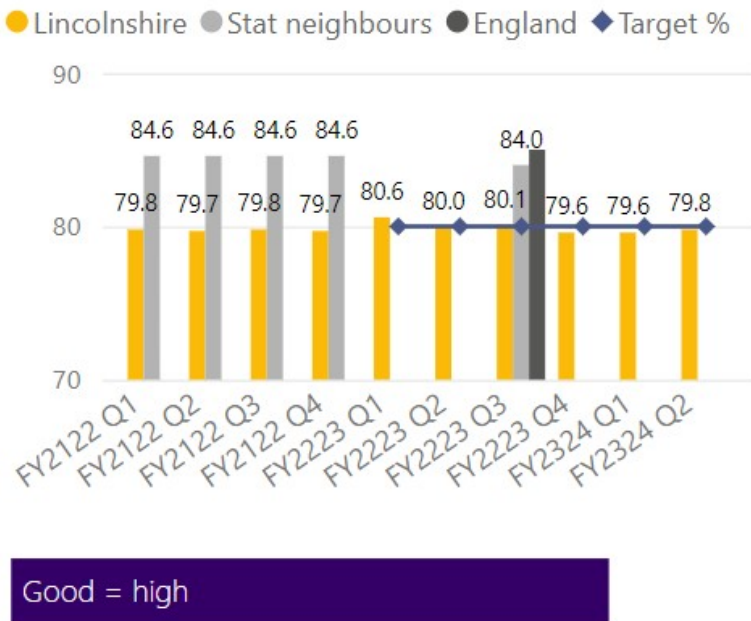
At 84.3% in Quarter 2, this measure is performing above the target, but within target tolerance of 80-85%. It has increased markedly since Quarter 1, which had a figure of 81.8% (excluding UASC). Family placements are a continued focus for the Council as for many children in care, a family placement is deemed the most suitable means of offering care and maintaining children within their family networks. The Council continue to explore enabling children and young people to remain within their family or extended network if they cannot, for whatever reason, live with their parents.

PI 16 Percentage of social care providers in Lincolnshire with a CQC inspection rating of 'good' or 'outstanding' ✓



The percentage of social care providers in Lincolnshire with a CQC rating of good or outstanding remains the same in Quarter 2 (79.8%) compared to Quarter 1 against a target of 81.5%. Performance across our CIPFA group has decreased slightly to 83.8% compared to 83.9% last quarter and England has decreased slightly to 83.2% from 83.3%.

PI 17 The percentage of adults aged 18 to 64 in receipt of an adult care service who are receiving these in the community ✓

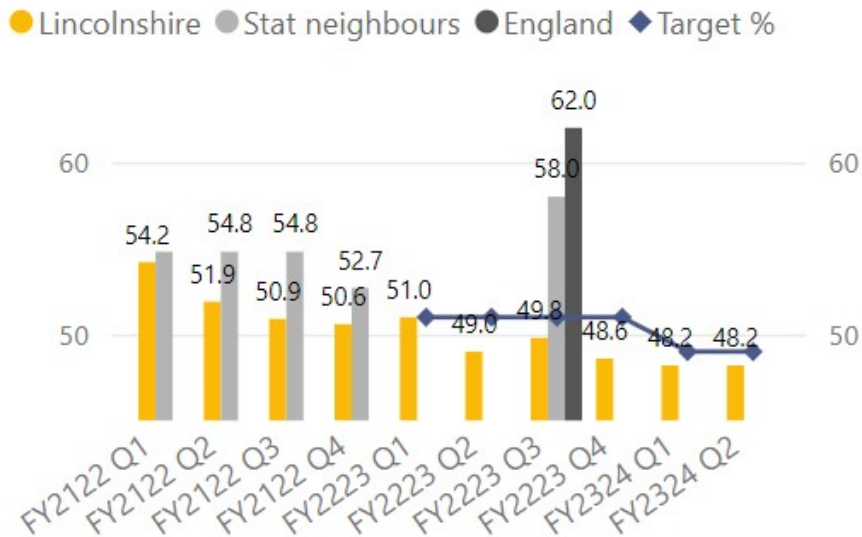


The level of performance is slightly higher (79.8%) than at the end of Quarter 1 (79.6%), and the target (80%) has been achieved. 68% of the cohort are in Specialist Adult Services and 76.2% live in the community. 32% of the cohort are in Adult Frailty and Long-Term Services and in this group 87.5% live in the community.

Further improvement against this measure is largely dependent upon the development of additional community-based accommodation options suitable for a diverse range of needs. Whilst

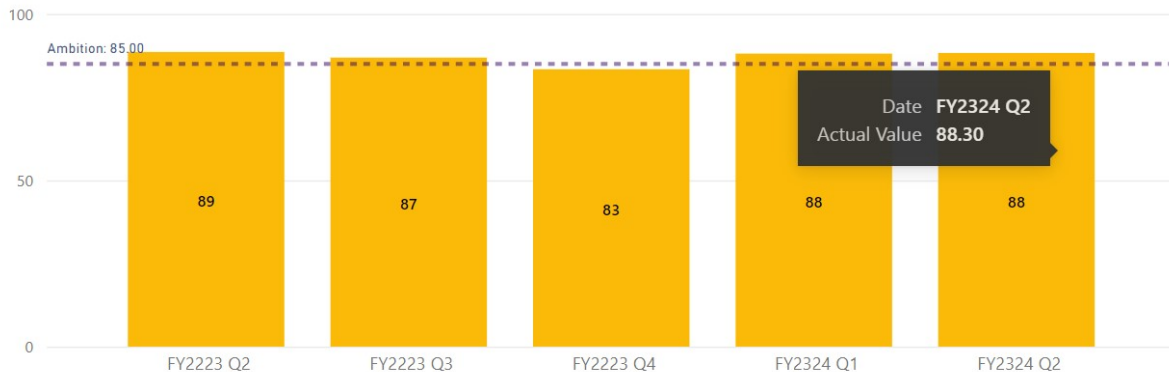
there is a significant investment in Extra Care housing for older people it is also important that a similar programme of investment is progressed for working age adults. This will help to maximise people’s independence and reduce reliance on residential and nursing care.

PI 18 The percentage of adults aged 65 and over in receipt of an adult care service who are receiving these in the community ✓



The level of performance is the same as the previous quarter (48.2% against a target of 49%). The number of older adults living in the community is impacted on by the large proportion of adults aged 85+ with physical support needs who need residential or nursing care.

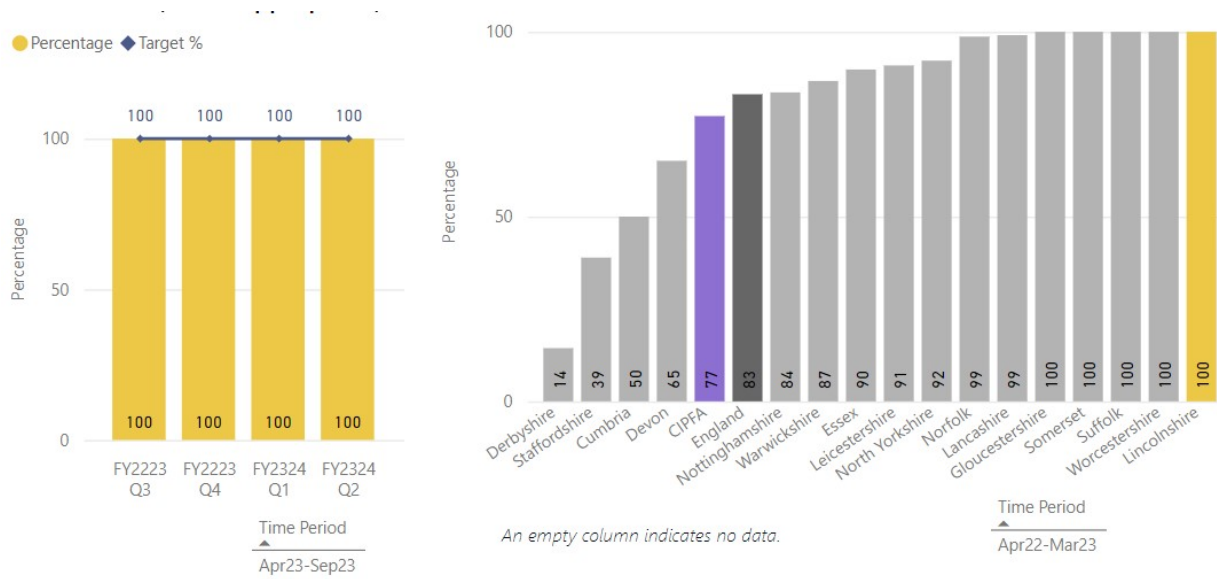
PI 25 For adults discharged from hospital, the percentage who remain at home 91 days after discharge ✓



Good = high and achieving the ambition

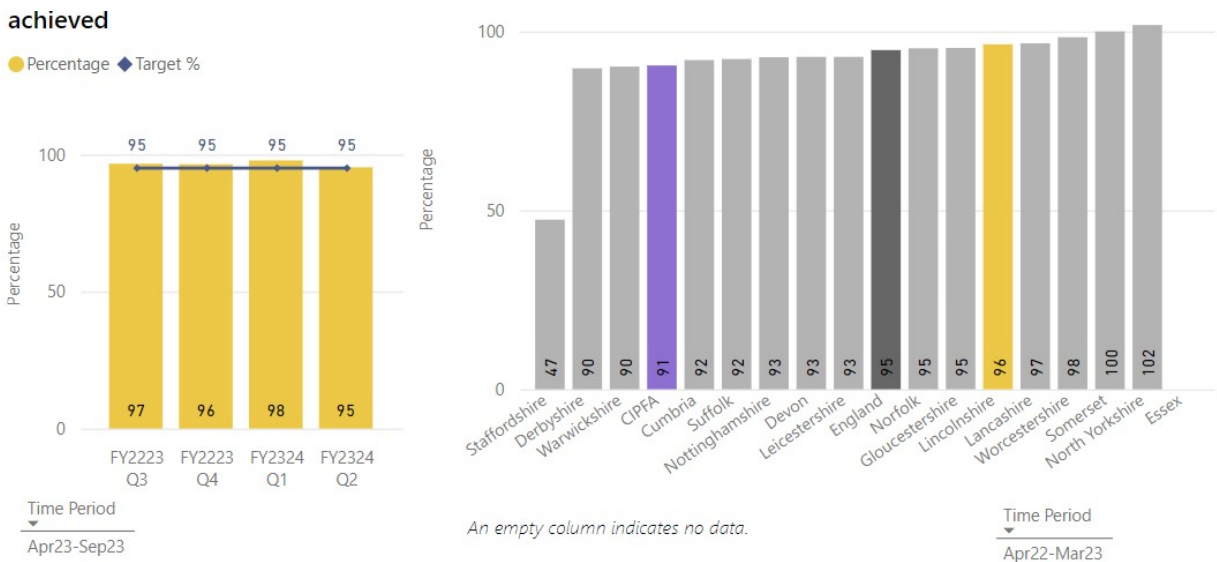
The target (85%) has been achieved which is positive, evidencing that people have received an appropriate assessment of their needs to ensure they remain at home following discharge from hospital. Of the 1,469 discharges that are at home after 91 days, 304 of these are at home receiving a long-term support service (e.g. home care). Of the 195 clients not at home on the 91st day, 114 of these are now in long-term residential care.

PI 72 Safeguarding cases supported by an advocate (where appropriate) ✓



This measure is consistently met and demonstrates that individuals are provided with the necessary support to share their views and wishes.

PI 73 Concluded safeguarding enquiries where the desired outcomes were achieved ✓



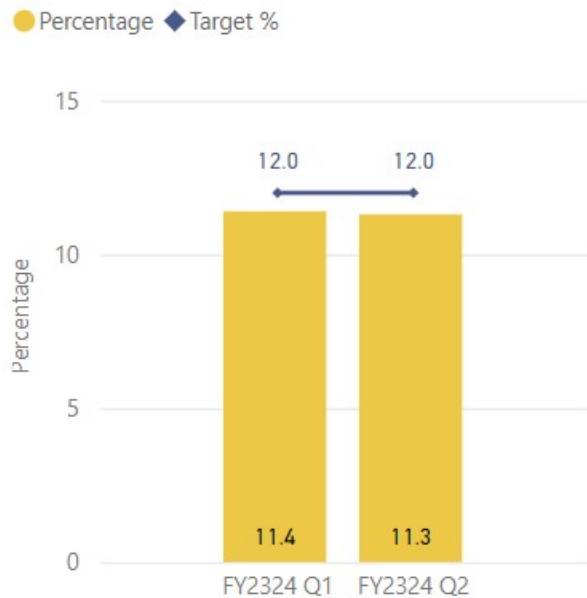
This target provides continued assurance that the adult concerned is always at the centre of adult safeguarding, that their wishes and views are sought and that a person-centred and outcome focused approach is taken.

PI 79 Proportion of Adults with a learning disability in paid employment ✓



The figure for Quarter 2 is 4.0% (66 out of 1648) which is within the target tolerance. Out of the 66 clients in work, 12 are working more than 16 hours per week and 54 are working less than 16 hours per week. There is a lot of work undertaken to support clients with a learning disability to find work but this is challenging due to the complex needs of many of our clients and the work opportunities available in Lincolnshire. A lot of work takes place with the Maximum Independence Team and the new Job Coaches that have been set up to assist clients to explore the employment world. We expect the number accessing employment to increase over the year.

PI 80 Proportion of Adults with a learning disability in paid employment and volunteering ✓



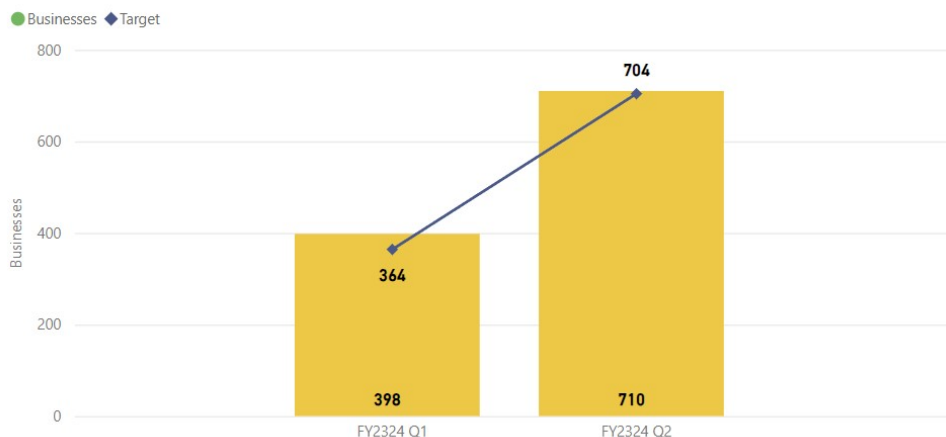
The figure for Quarter 2 is 11.3% which is within the target tolerance and reflects the work of the learning disability team to support clients to find volunteering opportunities. However, there has been a reduction in the proportion of individuals accessing work from the Quarter 1 percentage of 11.4%.

Please note the Quarter 1 data has been retrospectively updated (in line with the Quarter 2 cohort data) to exclude those who are fully funded continuing health care (CHC) clients as we manage these cases on behalf of the Integrated Care Board.

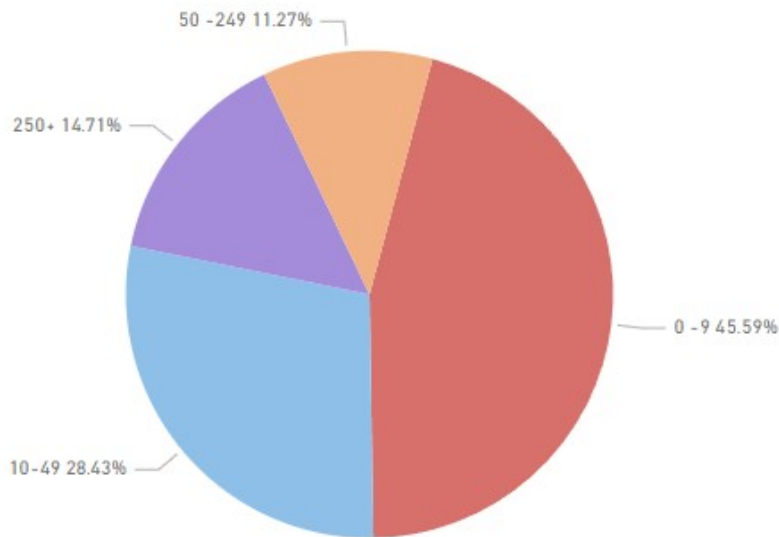
4.3.3 Create thriving environments

A summary of all Waste PIs is in section 4.5

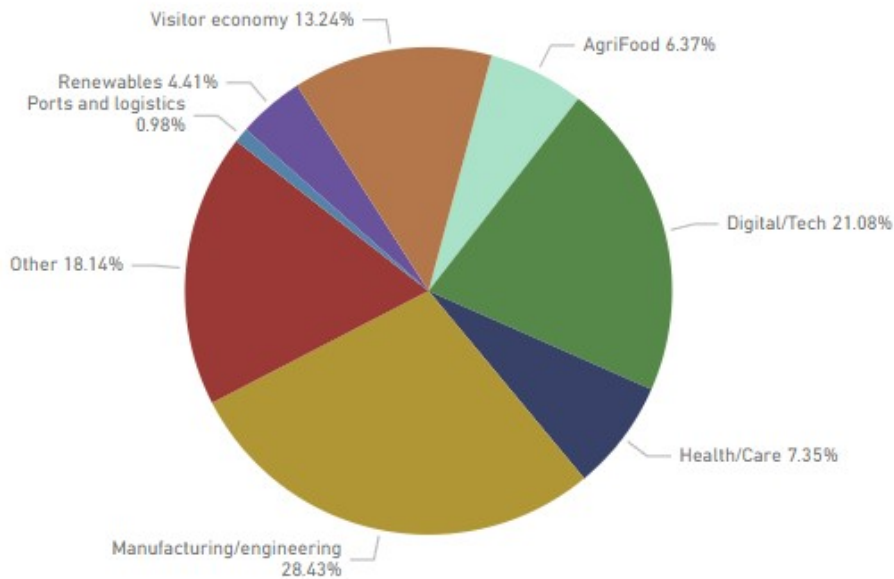
PI 82 Number of businesses supported ✓



Businesses Assisted by Priority Size



Businesses Assisted by Priority Sectors



Performance for Quarter 2 has seen an additional 312 Businesses Supported bringing the total for 2023-24 to 710 – above the target of 704.

The Business Lincolnshire Growth Hub has supported 186 businesses in Quarter 2, with this being the first financial quarter of a new United Kingdom Shared Prosperity Fund (UKSPF) Shared Service model. This has seen several new services commissioned. The scope of delivery includes generalist and specialist support for Manufacturing, Low Carbon, Retail Leisure & Hospitality, Agriculture and Horticulture, Finance Readiness, and Digitalisation as well as Scale Up, Start-up and Social Economy.

There will also be a new events programme that incorporates online webinars, face-to-face workshops and larger conference events.

The Growth Hub also provides International Trade Support including the Export Peer Network, Roundtable and the Empowering Small and Medium Enterprises (SMEs) in International Trade programmes. There is also funded activity through the Mosaic Digital Hub which focuses on the Growth of the Digital sector. In terms of Made Smarter (a Programme designed to champion the UK’s manufacturing revolution), 52 businesses on stage 1 of the Programme were engaged with – this involves data capture, assessment, progress options on the programme or signposting.

Our Inward Investment Service includes Team Lincolnshire (TL), Inward Investment enquiry handling and the account management of Foreign Owned Businesses. Through these services 70 Businesses were supported during Quarter 2. Support has included well-attended Team Lincolnshire Coffee Clubs focussing on Artificial Intelligence, and a number of Foreign Direct Investment meetings which attracted significant interest and enquiries.

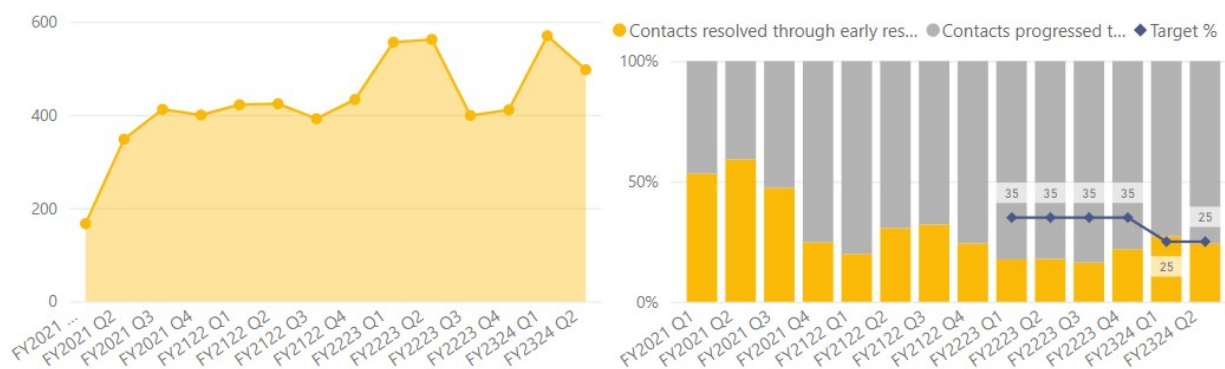
The Economic Infrastructure Business Accommodation Portfolio consists of leasehold units in six business centres, 48 industrial workshops and eight miscellaneous premises across 24 estates in 17 towns. The overarching aim of the service is to provide suitable premises and tenancies to support new and young small and medium businesses and enhance economic growth and job creation across Lincolnshire.

The Economic Infrastructure Portfolio team enhances that service level to its tenants, continuing to support them by nurturing though effective relationships and physical and financial support. The team also refers businesses to enable them access to advice, support, and potential upskilling from Business Lincolnshire to assist them and help them to grow.

In Quarter 2, 138 small business tenants received accommodation support alongside 3 public sector tenants, making 141 in total. However, some organisations leased more than one unit, resulting in 165 units being leased overall. As a result of enhanced relationship management 4 Businesses received additional support during the Quarter.

4.3.4 Provide good value council services

PI 43 Percentage of contacts resolved through early resolution ✓



Good = low contacts with high early resolution

There were 497 contacts in Quarter 2, which is an overall decrease of 12.8% in comparison to the previous quarter (570 contacts).

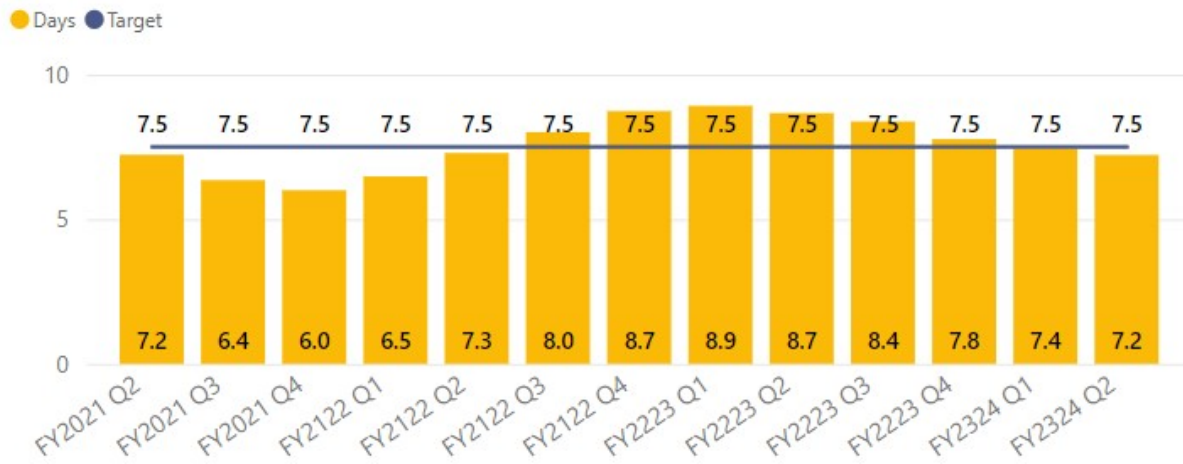
As with previous Quarters, the highest number of complaints received were in relation to Highways Services, with the largest area of concern being road maintenance and repairs. Whilst a large increase was expected in relation to Home to School Transport given the end of summer holidays, the complaints in this area remained low, with a total of 32 cases.

Overall 59% of all cases which entered the formal complaints process were in the Place directorate. Across all services 120 (24%) contacts were resolved informally in early resolution (target 25%), with 110 of these being within Place. Those cases resolved informally within Place account for 92% of all early resolutions achieved in Quarter 2.

Cases relating to Children's Services accounted for 23% of all complaints received in the Quarter, with Adult Care cases accounting for 16%. A decrease was seen in the number of cases relating to Education, Health and Care Plan (EHCP) Annual Reviews in this quarter, reflective of the work completed to improve this area.

28% of cases (17) received in Adult Care related to the quality of services provided by 3rd parties, with 27% of cases (16) relating to financial assessments.

PI 44 Days lost to sickness absence per FTE ✓



Good = low sickness absence

Sickness absence has continued to reduce and is now 7.22 days per FTE. Quarter 2 of 2023/24 has seen a reduction to its lowest level for two years and is below the Council's target of 7.5 days per FTE.

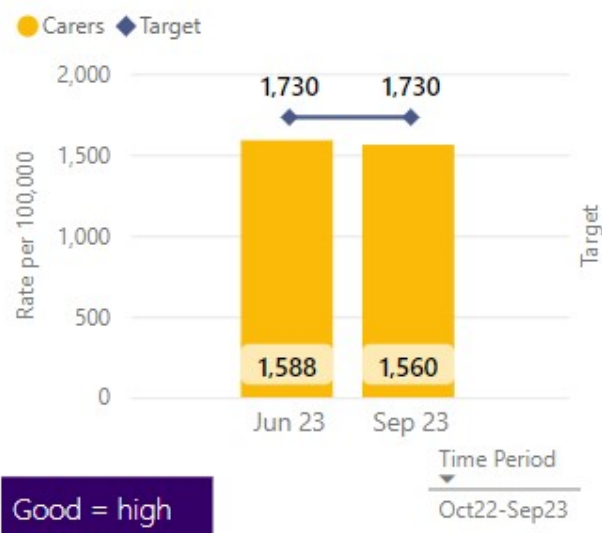
4.4 Did not achieve ambition

4.4.1 Support high aspirations

None in Quarter 2.

4.4.2 Enable everyone to enjoy life to the full

PI 76 Carers supported in the last 12 months ✖



While the target has not been met, 11,859 unpaid carers were supported over the last 12 months, this comprised 9,221 adult carers of adults and 2,638 young carers. Of the 9,221 adult carers supported; 785 received a direct payment and 7,934 were offered information and advice as part of the Carer's Service. Outside of the service, 502 cared for persons received respite, providing indirect support to unpaid carers. The rate for Quarter 2 is lower than in Quarter 1. This was to be expected based on historical trends during the summer holidays, when there is less activity in this service.

The 1,730 per 100,000 population target for this measure was set several years ago and it is intended that this will be changed in Quarter 3 2023/24 to take into account the new Carer's Service model which went live on 1 October 2022. This would provide a realistic target which reflects the work of the Carer's Service in the context of other council services which support carers and are also included in this indicator.

4.4.3 Create thriving environments

A summary of all Waste PIs is in section 4.5

4.4.4 Provide good value council services

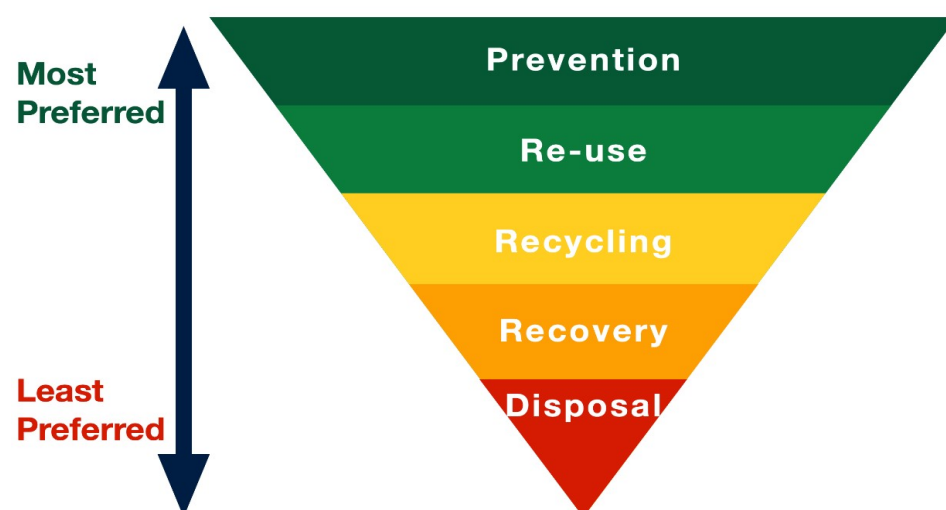
None in Quarter 2.

4.5 Waste PIs

In order to assist the understanding of the different types of waste disposal, we have included the following.

4.5.1 Glossary of terms of the waste hierarchy

All local authorities and businesses have a legal responsibility to apply the “waste hierarchy” in dealing with waste. The waste hierarchy is a simple ranking system used for the different waste management options according to which is the best for the environment. The most preferred option is to prevent waste, and the least preferred choice is disposal in landfill sites.



Prevention

Reducing the amount of waste which is produced in the first place is the highest priority as it helps sustain raw materials for longer which is a major objective of a Circular Economy. This can be achieved by using less material in design and manufacture and keeping products for longer. We have a KPI for the amount of “Household Waste Collected” in kilograms per household which has an annual target of 1000kg/HH. This can be affected by economic factors as people produce less waste if they spend less money but overall and is difficult to influence. However, it does show the trends in how much waste we produce.

Re-use

Preparing materials for re-use in their original form is the second best approach to dealing with waste. This can be achieved by checking, cleaning, repairing and refurbishing items. Using charity shops is a good method of reusing. In Lincolnshire we are planning to introduce a re-use process at

Household Waste Recycling Centres whereby residents can present materials which is then passed onto other residents without having to recycle or incinerate.

Recycling

Recycling involves processing materials that would otherwise be sent to landfills and turning them into new products. It's the third step of the waste management hierarchy because of the extra energy and resources that go into creating a new product. We measure recycling rates for all material which is presented at Household Waste Recycling Centres where it is delivered by the public. We also measure the overall recycling rate which includes all materials including wheely bins at the kerbside and recycling centres. Treatment of food and organic waste by Anaerobic Digestion is classed as recycling which is why it is preferable to incineration.

Recovery

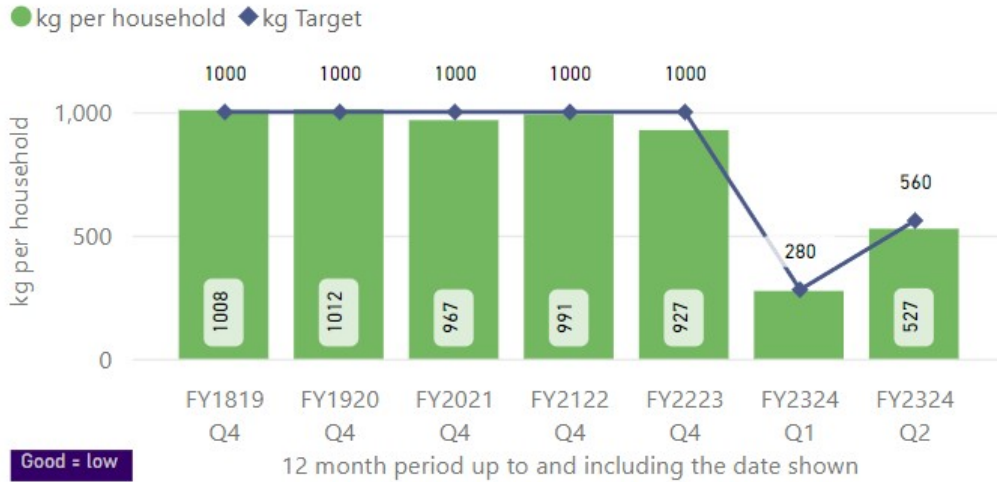
When further recycling is not practical or possible, waste can be treated through such processes as incineration to recover energy. In Lincolnshire we operate an Energy from Waste facility which turned 57% of our waste into energy in 2020/21 which was sold as electricity to the National Grid. Material for recovery is normally collected in the black bin at each household or can be collected at recycling centres. This is preferable to landfilling waste as there is less impact on the environment as greenhouse gases are reduced.

Disposal

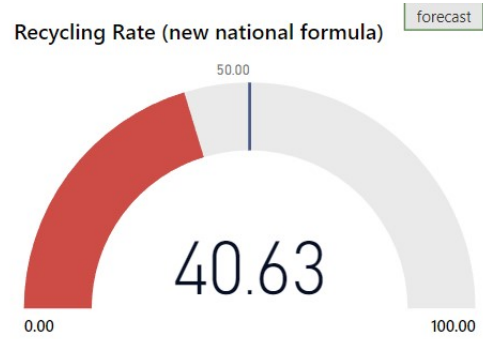
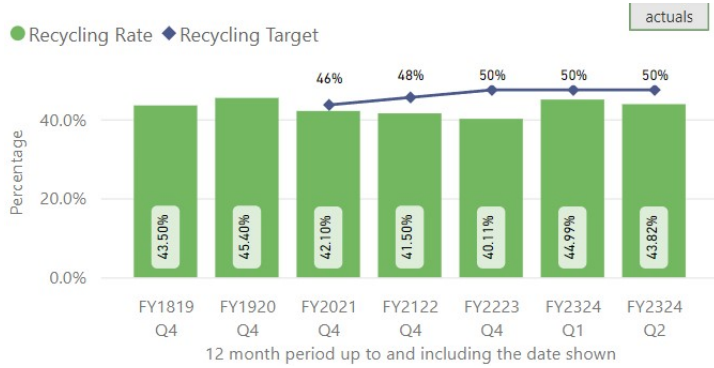
When all else fails, materials that cannot be reused, recycled or recovered for energy will be landfilled. This is an unsustainable method of waste management because waste that sits in landfills can continue to have a damaging environmental impact as such sites continuously release large amounts of damaging carbon into the atmosphere. In 2020/21 we sent 3% of our waste to landfill and such material includes hazardous waste which cannot be treated and certain inert materials such as soil and rubble. Landfills can also leak chemicals and toxic liquids that can contaminate the soil and groundwater.

4.5.2 Waste Performance as at Quarter 2

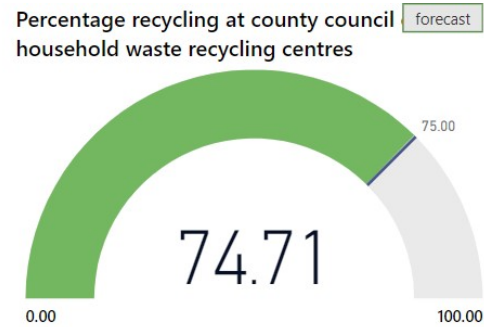
PI 36 Household waste collected ✓



PI 37 Recycling Rate (new national formula) ✗



PI 38 Recycling at County Council owned Household Waste Recycling Centres ✓



PI 39 Household waste to landfill ☆



4.5.3 Summary of Quarter 2 Waste performance

The household waste collected for Quarter 2 is 527kg per household and that is below the target of 560kg which is good news as prevention is the highest objective of the waste hierarchy. This means that less waste is being presented by the public with less haulage and processing needed.

The overall recycling rate for all waste streams is 43.82% which is below the target of 50%. It is impossible to understand why kerbside recycling continues to struggle but it is hoped that with the government's new guidelines for "Simpler Recycling", we will be able to considerably improve in this area, in particular the separate collection of food waste should provide an increase of approximately 7%.

The recycling rate at Household Waste Recycling Centres is 74.9% for Quarter 2 which is a big increase from Quarter 1 (71.89%). This is within tolerance of the 75% target and the increase could be due to a higher proportion of garden waste coupled with increased engagement on sites. We have new contractors operating sites and as a consequence we have found better engagement between staff and residents.

The performance indicator for landfill waste continues to be very low which is excellent news. The target for the full year is 5% but we are projecting an actual rate of 0.71%. Landfill has historically been used where we have unplanned outages at the Energy from Waste facility and is the last resort. However, we recently had several weeks of disruption where the Waste team secured alternative locations at short notice to prevent using landfill and this will continue in the future. We may never achieve 0% waste to landfill, but we will always strive towards that target.

National Context

The 4 performance indicators show good trends in how we manage waste and it should be noted that we are already meeting most of the government's planned changes. Simpler Recycling aims to minimise waste and drive up recycling rates to meet the targets of the Environment Act 2021. Nationally, between 2000 and 2022 there has been an increase of 11% in recycling rates to 42%. However, in recent years household recycling rates have plateaued at around 42% to 44% which reflects what has happened in Lincolnshire.

Simpler Recycling requires the following materials to be collected across all authorities:

- paper and card,
- plastic,
- glass,
- metal,
- food waste,
- garden waste

However, it should be noted that the government is concerned about the number of bins households may need and have therefore relaxed the approach to allow co-mingled recycled materials. Fortunately, Lincolnshire has successfully met this requirement for many years and therefore the only change we will have to make is to have separate food waste collections by April 2026. Separate food waste will require capital expenditure to our Waste Transfer Stations, but there should be significant revenue savings once collections of food begins. It is estimated that

Lincolnshire residents produce approximately 30,000 tonnes of food waste per year which is currently mixed with other material in residents' black bins and processed at the Energy from Waste facility at a cost of £65 - £99 per tonne. If we dispose of food waste at an Anaerobic Digestion (AD) facility the disposal cost will be significantly lower and may be nett £0 which could provide an annual revenue income of £2m - £3m. This is similar to the recent approach with paper and card whereby the material is collected separately and recycled at a paper mill. The paper and card is much cleaner as it is uncontaminated and has much greater value which provides a constant income for the authority.

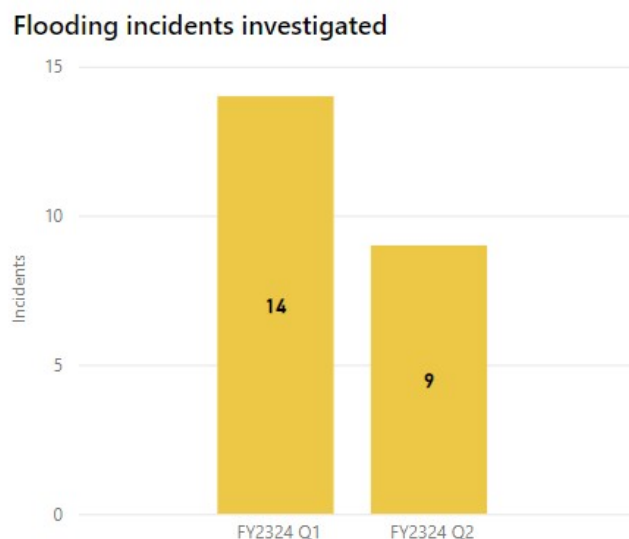
A second benefit of separate food waste disposal will be an improvement in our recycling rate. AD is classed as recycling which will move the food waste from Recovery to Recycling on the Waste Hierarchy and will provide an approximate 7% improvement in the overall recycling rate.

There is a great deal of government emphasis on improving recycling rates but waste prevention should always be our highest priority and disposal of material through landfilling should always be our last resort. Overall Lincolnshire has excellent services already in place but the Environment Act requirements represent a commercial opportunity which will further benefit the environment.

4.6 Contextual KPIs

These KPIs do not have an ambition set but it has been agreed by the Executive Directors these should be highlighted to the Executive. All contextual PIs can be found on the Council's [website](#).

PI 84 Flooding incidents investigated



There were 9 Section 19 Investigations started in Quarter 2 affecting 13 properties (10 residential and 3 commercial). As at the end of the Quarter 2 period (July to September 2023), there were a total 53 ongoing Section 19 reports being prepared as a result of investigations being undertaken, spanning from 2019 to present.

Work continues to complete investigations in a timely manner, noting that some are more detailed and complex than others, and the process undertaken by Lincolnshire County Council has been streamlined to address a backlog of investigations following exceptional numbers generated during a series of flooding events during 2019 and 2020.

As an authority we work closely with other Risk Management Authorities to make them aware of recommendations so that future works may be considered. Equally, where opportunities arise, Lincolnshire County Council work in collaboration with other organisations to seek joint solutions to flooding issues wherever possible.

On the weekend of 18-21 October Storm Babet caused significant damage and disruption throughout Lincolnshire. As of 14 November the County has had 609 properties reported as being affected by internal flooding with a further 491 properties suffering from external flooding of gardens or outbuildings. There were also 48 instances of a road needing to be closed alongside 98 further cases of highway flooding. There are a further 206 reports received from partners that require further investigation to establish if they are of internal or external flooding.

Thus far it is understood that 167 new Section 19 reports of varying complexity will be required to understand the causality of flooding at various locations, often affecting multiple households.

Details of all current Section 19 investigations, along with their status, can be found on the Flood and Water Management Scrutiny Committee meeting page on the Lincolnshire County Council website - [Browse meetings - Flood and Water Management Scrutiny Committee \(moderngov.co.uk\)](https://www.lincolnshire.gov.uk/moderngov/committees/flood-and-water-management-scrutiny-committee)

4.7 Performance Indicators (PIs) that cannot be reported in Quarter 2

4.7.1 Data is not available for the following PIs and will be updated as soon as it is released

PI 19 Personal wellbeing estimates – *life satisfaction; happy; worthwhile*

PI 23 Percentage of overweight or obese children

4.8 Update on suggestion from Overview and Scrutiny Management Board on 24 August 2023 (Quarter 1 report) regarding PI 15 Percentage of children in care living within a family environment.

In view of the impact unaccompanied asylum seeking children (UASC) have on the number of non-family placements, the Board suggested that the number of asylum seeking children be reported separately from this indicator.

With effect from Quarter 2, unaccompanied asylum seeking children (UASC) are shown separately within performance for the **Percentage of children in care (CiC) living within a family environment**. A new ambition of 82% has been set to show CiC excluding UASC and this is how this performance will now be reported. All historic ambition information has been removed as this included UASC. Details of Quarter 2 performance can be found in section 4.3.2.

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 ambitions and objectives set out in the Corporate 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 and Wellbeing Strategy (JHWS) in coming to a decision.

The report presents performance against the ambitions and objectives set out in the Corporate 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 set out in the Corporate Plan some of which relate to crime and disorder issues.

3. Conclusion

This report presents an overview of performance against the Corporate Plan as at 30 September 2023. There is positive performance overall across all 4 corporate ambitions with both activities and KPIs performing well.

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 Corporate Plan is a part. This report will assist the Executive in discharging this function.

The recommendations are therefore 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) a) Has Local Member Been Consulted?

N/A

b) b) Has Executive Councillor Been Consulted?

N/A

c) Scrutiny Comments

The Overview and Scrutiny Management Board (OSMB) is due to consider this report on 30 November 2023. Any comments of the Board will be reported to the Executive.

d) 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	Full list of 2023-24 Quarter 2 Corporate Plan Activities

8. Background Papers

The following Background Papers within section 100D of the Local Government Act 1972 were used in the preparation of this Report:

Document title	Where the document can be viewed
Council report: Refresh of the Corporate Plan 19 May 2023	Agenda for Council on Friday, 19th May, 2023, 10.30 am (moderngov.co.uk)
Executive report: Performance Reporting Against the Corporate Plan Success Framework 2022-2023 - Quarter 4 4 th July 2023	Agenda for Executive on Tuesday, 4th July, 2023, 10.00 am (moderngov.co.uk)
Executive report: Performance Reporting Against the Corporate Plan Success Framework 2023-2024 - Quarter 1 5 th September 2023	Agenda for Executive on Tuesday, 5th September, 2023, 10.30 am (moderngov.co.uk)

This report was written by Caroline Jackson, who can be contacted on caroline.jackson@lincolnshire.gov.uk.

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Ambition: Support high aspirations				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A6	Champion educational excellence across Lincolnshire [7]	We will help schools to be skilled at supporting children with special education needs and disabilities (SEND) in mainstream settings, through developing and delivering strategies and where an education, health and care plan is required, undertaking this assessment in a timely and creative way. Our SEND High Needs transformation programme will support improvement and delivery in this area.	To support schools to develop effective whole school systems which are vigilant to early indicators of children and young people who have severe difficulties in attending schools due to emotional factors that can result in prolonged absence and help settings to employ robust meaningful support to remove barriers and improve attendance. A revised and improved Emotional Based School Avoidance (EBSA) Pathway will be launched by September 2023.	GREEN (Progressing as planned)
A7	Champion educational excellence across Lincolnshire [7]	We will continue to support schools to work effectively with a wide range of services and establish robust collaborative arrangements, in order to maximise expertise, and improve opportunities for all children - enhancing our Education Improvement Strategy within the Sector-led self-improving system of maintained schools and trusts.	The majority of schools receive appropriate support from our services which results in effective provision for pupils.	GREEN (Progressing as planned)
A1	Enhance the skills of our communities to meet the needs of our businesses and the economy [8]	We will transform how we raise skills levels, productivity, employability and apprenticeship numbers through developing and implementing an updated skills plan.	Promote the success of Lincolnshire Apprenticeship Awards 2023 via a communications plan, supported by Council, Greater Lincolnshire Local Enterprise Partnership (GLLEP) and Business Lincolnshire communications resources. In August we will launch the 2023/24 Adult Learning programme to widen participation and work with those communities who will best benefit from our	GREEN (Progressing as planned)

Ambition: Support high aspirations

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			funding.	
A56	Have high aspirations for our county, promoting Greater Lincolnshire on the national stage and secure greater devolution of powers [11]	We will work with officials to secure a devolution deal for Greater Lincolnshire.	We will work with officials to negotiate and agree the content of a devolution deal for Greater Lincolnshire against timelines set out by government.	GREEN (Progressing as planned)
A63	Promote thriving voluntary community groups that enable active lifestyles, drive collaboration and community innovation [13]	Work proactively with our strategic partners and commissioned services to create an environment across the county in which voluntary community groups are sustainable and able to thrive in line with the Stronger Communities – Lincolnshire Community Strategy.	Map the formal boards and partnerships that can influence this activity and collectively identify any gaps across the county.	GREEN (Progressing as planned)
A34	Enhance the safety of local communities by working collaboratively with the police and ambulance services, sharing buildings and response arrangements [14]	We will continue to work with partners to enhance community safety, with a particular focus on prevention and early intervention. We will improve the effectiveness and efficiency of service delivery through building a sustainable financial and operating model for the Public Protection function, pooling budgets and undertaking joint commissioning activity.	Completion of finance review for the statutory boards and recommendations for future pool funding opportunities. Completion of community safety performance framework. Identify cross over activity where the fire service can contribute to community safety. Develop and complete a partnership engagement strategy for internal and external audiences. Employment of Domestic Abuse (DA) Safe Accommodation Project Co-ordinator and associated Crime Reduction Tactical Advisor. Employment of x2 analysts in community safety hub.	AMBER (Progress is within agreed limits)

Ambition: Support high aspirations

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<p>Narrative: <i>The refurbishment of Myle Cross is proceeding as planned with a new community safety hub and conferencing facilities that will allow for joined up working space between police, LCC and other partners, enhancing opportunities for collaborative working. The target date for completion of this work is summer 2024. A finance task and finish subgroup of the Safer Lincolnshire Partnership has been established. Contributions to the Partnership for the 2024/25 financial year have been agreed as have the reporting arrangements. Business Managers from the Safer Lincolnshire Partnership, Lincolnshire Safeguarding Adults Board, Lincolnshire Domestic Abuse Partnership and Lincolnshire Safeguarding Children’s Partnership continue to meet regularly and are seeking to align financial requests to partners. The recruitment for the Safe Accommodation Project Co-ordinator and associated Crime Reduction Tactical Advisor is almost complete with the interviews for candidates planned for November. Two multi agency analytical pieces of work have commenced around adult safeguarding and serious violence. Numerous agencies are involved in this work including LCC, Police, Public Health, Fire and Rescue and Childrens services. This activity will help facilitate our objective of delivering preventative and early interventions. This work will run alongside the wider community analytical hub project which will see the recruitment of apprenticeship and senior analytical capability. The</i></p>	

Ambition: Support high aspirations				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<i>performance framework for our fraud activity and education activity is complete and the data dashboards created. Work continues on the crime prevention and domestic abuse dashboards.</i>	

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A18	Deliver good quality children’s centres, which are at the heart of our communities supporting families, so their children thrive [7]	We will support families in their parenting role through continuing to deliver the healthy child programme, also evaluating the benefits of the Family Hub model with a specific focus on prevention and early intervention specifically around parental and infant mental health, breastfeeding and an enhanced antenatal offer.	We will develop a workforce and service plan which focuses on the delivery of the Healthy Child Programme and Family Hub models, specifically around integrated and collaborative approaches to service delivery. Resulting in a revised service delivery model for 0-19 services, whilst ensuring early intervention and prevention. Digital capability will result in blended delivery options aimed at meeting all children's needs whilst highlighting those who are most vulnerable. Integrated pathways will ensure families can navigate services with ease.	GREEN (Progressing as planned)
A51	Deliver good quality children’s centres, which are at the heart of our communities supporting families, so their children thrive [7]	Implementing a family hub approach. This is a system-wide model of providing joined-up, high-quality, whole-family support services from pregnancy, through the child’s early years and later childhood, and into early adulthood.	We will devise a training plan to incorporate the new evidence-based programmes and necessary workforce development. The training plan and workforce development is expected to offer opportunities to the wider sector to include voluntary, private, independent and faith groups. We will launch a further 5 hub sites. We will launch a small grants process to allow the wider workforce to train and deliver some of our evidence-based programmes, this will enable us to reach more children and families.	GREEN (Progressing as planned)
A15	Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities [8]	We will continue to improve how we support children in care and care leavers to thrive through the delivery of the children in care transformation programme. This will include the development of two new children homes	Complete all placements at Robin House. Progress Riverhead House through the full exterior build/weather tight, and continue with the staffing recruitment to the staff team. Commence Ofsted home and manager registration process.	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
		catering for children with more complex needs and enhancing housing solutions for care leavers.		
A13	Create further accommodation options for greater independence and wellbeing [9]	We will work with our districts and other partners in implementing the housing for independence strategy, to increase accommodation options for those wanting Extra Care, those with learning disabilities, mental illness or autism. We will also collaborate to deliver easy access to equipment / adaptations to homes that enable greater independence.	<p>During this quarter, the Grange Farm scheme will be presented to the Adults and Community Wellbeing Committee for consideration. Following this, the scheme will seek Executive approval to enable the project and partnership to progress. In partnership with ACIS Group and West Lindsey District Council, this development will feature 10 one-bedroom apartments for Working Aged Adults with a disability within Market Rasen. Additionally in Quarter 2, it is anticipated listed building consent will be submitted to achieve the required approvals to commence construction on the Grange Farm scheme.</p> <p>Narrative: <i>During Quarter 2, the Grange Farm scheme was presented to Adults and Community Wellbeing Committee and received support to progress. On 14th April 2023, the Council's contribution to the Grange Farm scheme was subsequently approved by the Leader of the Council: Executive Councillor for Resources, Communications and Commissioning and the Executive Councillor for Adult Care and Public Health. Due to the complexities and risks of the site additional surveys and contract negotiations with ACIS' chosen contractor have taken longer than expected, therefore listed building consent has not been submitted during this Quarter. It is anticipated this will be submitted during Quarter</i></p>	AMBER (Progress is within agreed limits)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			<p>4.</p> <p><i>In addition, The Hoplands scheme (in Sleaford, which comprises of 40 extra care apartments and 12 one-bedroom apartments for Working Aged Adults with learning disabilities, physical disabilities, and mental illness), in partnership with North Kesteven District Council obtained planning permission on 3rd October 2023 receiving unanimous support from the planning committee.</i></p>	
A58	Enhance support for carers [10]	We will support unpaid carers to maintain their caring role by providing access to good quality information, advice and guidance using strength-based conversations which consider whole family needs.	Implement Strengths Based Approaches (SBA) in service delivery.	GREEN (Progressing as planned)
A59	Enhance support for carers [10]	We will provide information through a variety of channels, including digital options, to fit around the needs of busy carers.	Review the current use of digital resources for carers.	GREEN (Progressing as planned)
A60	Enhance support for carers [10]	We will ensure that carers who have an eligible need have access to personalised carers budgets to help them achieve their identified outcomes following assessment.	Establish a working group to look at development opportunities to encourage innovation and new ideas.	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A61	Enhance support for carers [10]	We will proactively support unpaid carers to maintain or access employment, working with employers in local government, health and other sectors.	Create a platform to share resources and documents to support employers with looking after their workforce	GREEN (Progressing as planned)
A20	Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]	We will support people to make healthy choices across all aspects of their lives, through continuing to commission and deliver effective preventative services, which also provide quality information so people are better informed. Our development of our ICS will continue and develop this approach.	Implement Public Health Commissioning Programme for 2023/24 1. Sexual Health and Substance Misuse recommissioning - Finalise governance processes and tender new services to the market. 2. Wellbeing Service recommissioning – Undertake market engagement and develop a service model options for a Commissioning plan. Implement Public Health Priority Work Programme for 2023/24 1. Technology Enabled Prevention and Care Pilot Options developed and approved. 2. To develop a health inequalities proof of concept toolkit that can be used across a range of service developments. Implement Public Health Protection Programme for 2023/24 1. Begin the proactive assurance programme for 2023/24, visiting the high-risk homes initially, before the medium risk homes. Confirm to all the low-risk homes they will not be visited this year. 2. Build evidence to address infectious diseases which are linked to health inequalities. 3. Engage with the health and care system to ensure Health Protection is embedded into the winter plan	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			for the local system.	
A21	Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]	We will now work with partners to roll out our new ICS, setting clear priorities for the next 3 years to improve health and wellbeing across Lincolnshire.	A commercial strategy will be developed (including procurement timetable and specification development where appropriate, focussing initially on bed-based care arrangements) and establish the pooled intermediate care budget with agreed funding principles. Operational colleagues will work together to deliver immediate operational 'quick wins' in line with the vision, such as the development of intermediate care coordination, streamlined assessment pathways and digital requirements.	GREEN (Progressing as planned)
A40	Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]	We will place the individual, their family and friends at the heart of their care plan through introducing and implementing strength based practice in Adult Care and Community Wellbeing.	Integrated delivery team to complete phase 7 of strengths-based approaches, behavioural science and Technology Enabled Care training to teams, focusing on re-visiting a minimum of 8 teams to ensure that the approach has been sustained by September 2023. Additional training to new starters across, Adult Care and Community Wellbeing, Lincolnshire Partnership Foundation Trust, Serco and Carers First as part of induction will be delivered. Training to all teams across Adult Frailty Long Term Conditions, Learning Disability, Lincolnshire Partnership Foundation Trust, Hospitals in the use of the new recording tools and workflows to be completed. Evaluation report with recommendations including for prime performance and agree scope of next phase of prime performance	GREEN (Progressing as planned)

Ambition: Enable everyone to enjoy life to the full

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			roll out to by July 2023.	
A53	Develop mature partnerships for the integration of care and health that tackle pressure on the system and improve outcomes for our residents [11]	Working with strategic partners, we will support the delivery of Lincolnshire’s Mental Health, Learning Disability and Autism Alliance priorities. This includes joint ownership of the Prevention Concordat for Better Mental Health Action Plan, which takes a prevention-focused approach to mental health and wellbeing.	Provide public health advice to the system regarding public mental health, dementia, learning disabilities and autism. Agree Plan on a Page for Prevention Concordat for Better Mental Health with Mental Health, Dementia, Learning Disability and Autism (MHD LDA) and agree system resources required to deliver the plan, including governance arrangements. Report progress on Suicide Prevention workstream.	GREEN (Progressing as planned)

Ambition: Create thriving environments				
Activity No.	Objective	Activity Name	Activity Milestone	RAG
A8	Thriving businesses creating high skilled jobs and investing in technology [4]	We will support new and existing businesses to thrive, through delivering a strong, flexible and responsive Business Lincolnshire growth hub.	Launch new UK Shared Prosperity Funded (UKSPF) specialist programmes including support for Start Ups, Manufacturers, Retail Leisure and Hospitality Sector and Low Carbon measures.	GREEN (Progressing as planned)
A23	Thriving businesses creating high skilled jobs and investing in technology [4]	We will improve utility infrastructure in order to enhance growth through exploring and implementing plans to maximise the development of energy, water and sewage, and digital infrastructure.	Energy Options Analysis for Greater Lincolnshire report to be delivered.	GREEN (Progressing as planned)
A4	Champion strategic road and rail improvements to improve local and regional travel and support economic growth [8]	We will produce local transport strategies which promote alternative modes of transport, through collaborative working with our district and local partners which will include the creation of local transport boards.	We will complete the draft of the transport strategy document.	GREEN (Progressing as planned)
A49	Champion strategic road and rail improvements to improve local and regional travel and support economic growth [8]	Long term investment strategy for highways infrastructure.	Continue to update and collate a list of aspirational projects for the county to submit for funding bids as and when they are announced. This includes ensuring the supportive data is relevant. Continue to input in to the Devolution works which could result in funding for investment in the highway infrastructure network.	GREEN (Progressing as planned)

Ambition: Create thriving environments

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A27	Promote Lincolnshire as a destination of choice and deliver the recommendations of the Greater Lincolnshire Tourism Plan [10]	We will work with partners to attract tourists to Lincolnshire, leading the way in raising the profile of the county and enhancing collaboration across our councils to maximise what Lincolnshire has to offer.	Complete Birding in the Wolds and Place information on www.visitlincolnshire.com . Ensure cycling area is as good and as clear as the new walking content. Re-purpose existing video for use by businesses.	GREEN (Progressing as planned)
A26	Plan growth to benefit the whole community by connecting people, housing, employment, businesses, green spaces and the natural environment [11]	We will use our planning responsibilities to influence new residential and commercial growth so that it contributes to the community in which it is located.	We will work in partnership with all stakeholders, and will seek views of elected ward members, to ensure that development impact is mitigated, and provides community benefit where necessary.	GREEN (Progressing as planned)
A30	Plan growth to benefit the whole community by connecting people, housing, employment, businesses, green spaces and the natural environment [11]	We will prepare and manage an action plan arising from the strategic infrastructure delivery framework.	Action plan prepared for the first priority theme, through workshops with Infrastructure Group members	GREEN (Progressing as planned)
A56	Seek devolution from the Government to unlock infrastructure investment needed to support local growth [13]	We will work with officials to secure a devolution deal for Greater Lincolnshire.	We will work with officials to negotiate and agree the content of a devolution deal for Greater Lincolnshire against timelines set out by government.	GREEN (Progressing as planned)

Ambition: Create thriving environments

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A10	Manage local risks to our environment to protect our communities’ natural and built resources for future generations [15]	We will achieve net zero carbon emissions as a council by 2050 or earlier through the development of the Green Masterplan. We will provide climate leadership in Lincolnshire and beyond. We will revise and update our Carbon Management Plan in 2023.	We will deliver the Carbon Report to Council for the period 2022-23 to establish new baselines and to indicate the position on the route to Net Zero carbon emissions by 2050. We will update the Green Masterplan - Action Plan to reflect the opportunities following the Carbon Report and to embed the new Environment Act 2021 requirements.	GREEN (Progressing as planned)
A11	Manage local risks to our environment to protect our communities’ natural and built resources for future generations [15]	We will respond to our communities in a joined-up way and we will proactively coordinate with partners to develop and deliver better flood risk protection within the County.	We will prepare a package of flood investigation and drainage improvement schemes as part of the Development Fund Programme for communities across Lincolnshire. We will publish the 2023-24 Joint Action Plan (the Common Works Programme) as part of the Lincolnshire Flood Risk & Water Management Strategy in collaboration with other risk management authorities.	GREEN (Progressing as planned)
A12	Manage local risks to our environment to protect our communities’ natural and built resources for future generations [15]	We will maximise the reuse and recycling potential of the county's waste, treating it as a resource. This will include exploring the opportunity for anaerobic digestion facilities across the County.	Develop the Specification and issue tenders for Anaerobic Digestion disposal.	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A35	Implement our digital blueprint and customer services strategy to transform how we engage with communities and enable residents to pay for and access more services online [6]	Focus is on the first phase of the digital programme of work by encouraging greater use of online systems and greater take up of virtual engagement, by our customers. Opportunities for digitalisation or automation will be identified where appropriate following process review and optimisation.	Begin the pilot of guidance for the use of Virtual Meetings with our customers. Explore further opportunities for use of Virtual Meetings across other front line services. Agree changes to the digital implementation plan and begin prioritisation for future areas of process review and optimisation.	GREEN (Progressing as planned)
A47	Implement our digital blueprint and customer services strategy to transform how we engage with communities and enable residents to pay for and access more services online [6]	We will continue to transform the way we engage with customers through the implementation of our customer strategy. We will maximise technology solutions in the Customer Service Centre (CSC) to enable customers to do more online, including paying for services. Through our digital strategy we will be able to be more innovative so our customers can access us through multiple channels.	<ol style="list-style-type: none"> 1. Complete customer feedback report for the Corporate Leadership Team. 2. Launch Artificial Intelligence (AI) bot on website. 3. Commence launch of AI bot on corporate CSC calls. 4. Decision on future CSC provider. 	GREEN (Progressing as planned)
A44	Ensure that public sector buildings and our shared public estate can be used flexibly to benefit communities as new ways of working and lifestyles develop post pandemic [7]	We will protect and enhance our heritage assets and we will maximise the use of our sites for customers, through delivering proposals for the iconic investment in The Lincoln Museum and Usher Gallery and other heritage sites.	Appoint contractor for installation audio visual infrastructure that will replace existing, outdated equipment with new, modern technology that will ensure future reliability.	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
A38	Work in partnership across the public sector in Greater Lincolnshire to exploit opportunities to join up services where they can improve outcomes for residents [8]	We will raise the county's profile nationally and internationally through the delivery of a focused investor promotion strategy and relationship-building, attracting business investment and using our partnership brand, Team Lincolnshire, to do this.	Research and development of a Place sector investor proposition.	GREEN (Progressing as planned)
A39	Work in partnership across the public sector in Greater Lincolnshire to exploit opportunities to join up services where they can improve outcomes for residents [8]	We will continue to raise the profile of Council Services through a range of strategies including national recruitment campaigns, national conferences and awards, continuing to support improvement in other Councils and advising government on national policy innovation. We will articulate a clear Lincolnshire pride narrative via our Joint Committee to support this activity.	Reporting on Directorates and Corporate Functions implementation of the Attraction & Retention Framework (link with A43).	GREEN (Progressing as planned)
A50	Review our contracted services and recommission them to be fit for the future [9]	We will implement the recommendations of the corporate support services review.	Award contract for replacement Customer Service Centre Provider	GREEN (Progressing as planned)
A52	Review our contracted services and recommission them to be fit for the future [9]	Implementation of the One Council commissioning priorities and outcomes.	Draft and submit an oversight report on the performance of, and risks associated with, the Councils key contracts. Continue working across the Council to embed the One Council Commissioning Framework in practice. Undertake a cross Council commissioning benchmarking exercise and submit the findings in line	GREEN (Progressing as planned)

Ambition: Provide good-value council services

Activity No.	Objective	Activity Name	Activity Milestone	RAG
			with our obligation. Publish the Council's first modern slavery statement in line with our new duty and commence work on the priorities for action.	
A41	Maximise opportunities from new technology to transform our services [10]	We will continue to deliver the priorities of our BI Strategy to ensure we have the right systems and processes in place to capture, store and visualise business intelligence in the most efficient way.	Gain agreement to the business case and further develop the project plan which will deliver the agreed data model.	GREEN (Progressing as planned)
A57	Maximise opportunities from new technology to transform our services [10]	To implement quality assurance controls to monitor and report on the effective use of the Business World system in order to embed best practice adoption and ensure the Council is able to realise the full benefits of the system.	Develop a framework of quality assurance controls and agree the governance model and reporting timelines with key stakeholders.	GREEN (Progressing as planned)
A42	The Council is regarded by its workforce as a good employer, attracting and retaining the best [11]	We will refresh our Corporate People Strategy, reviewing culture, values and behaviours, and enabling our staff to be healthy and resilient so we can improve how we support our customers. Structures will be fit for purpose and facilitate our One Council approach.	Reporting on progress of the outcomes of the Year 3 People Strategy (2023-2024) Workplan	GREEN (Progressing as planned)
A43	The Council is regarded by its workforce as a good employer, attracting and retaining the best [11]	We will keep and attract talented people through implementing improved recruitment processes, increasing the number and range of apprenticeships, and developing graduate and work experience placements across the Council.	Reporting on Directorates and Corporate Functions implementation of the Attraction & Retention Framework (link with A39).	GREEN (Progressing as planned)



Open Report on behalf of Derek Ward, Director of Public Health

Report to:	Executive
Date:	05 December 2023
Subject:	Director of Public Health Annual Report 2023 – Adding Life to Years
Decision Reference:	I030145
Key decision?	No

Summary:

Directors of Public Health in England have a statutory duty to produce an independent report on the state of health of the people they serve on an annual basis. Local authorities have a statutory duty to publish the report and the report should be as accessible as possible to the wider public.

As part of the strategic partnership with the Centre for Ageing Better and building on the insight gained from the Lincolnshire Ageing Better Annual Conference this year the Director of Public Health's report has a focus on Ageing Better in Lincolnshire.

Recommendation(s):

That the Executive notes the contents of the Annual DPH Report and approve its publication to Lincolnshire County Council's website.

Alternatives Considered:

As the Report is that of the Director of Public Health and the Council is under a duty to publish the Report no alternative has been identified

Reasons for Recommendation:

Directors of Public Health have a statutory duty to produce an annual report on the state of health of the people they serve. Local authorities have a statutory duty to publish the report.

1. Background

This year's report focuses on the importance of addressing the needs of Lincolnshire's ageing population which is exhibited by evaluating the current situation for older residents within Lincolnshire, as well as considering how we address some of the key determinants that could positively impact on the health and social issues that affect our ageing population.

By using the World Health Organisation (WHO) Age Friendly Communities Framework as a guide, the report focuses on some of the key determinants of healthy ageing and what can be done to support and improve the well-being of our older residents; particularly those living in rural and coastal areas. The DPH report describes the World Health Organisation (WHO) framework through the eight Age-Friendly domains within each chapter.

An analysis of local data and published evidence focuses on inequality and what this means for the residents of Lincolnshire through each of the following domains:

- Transportation
- Housing
- Social participation
- Respect and social inclusion
- Civic participation
- Communication and information
- Community support and health services
- Outdoor spaces and buildings

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 specific impacts have been identified. However, having a focus on the health of Lincolnshire's older population will facilitate the identification of measures aimed at improving the health and wellbeing and quality of life of older people some of whom may have disabilities, thereby having a positive impact on people with those protected characteristics

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 Annual DPH report exhibits relevant links to the JSNA and directly reflects the World Health Organisation Age-Friendly Communities Framework, this also focuses on some of the key determinants of healthy ageing. JSNA helped to provide evidence and data throughout the report.

The themes that emerge from the DPH report support the JHWS strategy recommendations for the continuing need for strategic and proactive support and preventative measures, to ensure the projected growth in Lincolnshire's older population can remain as healthy and active for as long as possible.

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 considerations were made as part of the research and development of this report, though no specific impacts were identified.

3. Conclusion

The Director of Public Health has a statutory duty to produce an annual report on the health of people in Lincolnshire. The Executive Committee is therefore asked to note the contents.

4. Legal Comments:

Under Section 73B (5) of the National Health Service Act 2006, the Director of Public Health for a local authority must prepare an annual report on the health of the people in the area of the local authority and under Section 73B (6) of the Act the local authority must publish the report.

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

5. Resource Comments:

The annual report highlights how Lincolnshire has utilised the Public Health grant monies received to enhance the outcomes of the population and further understand people's needs and future direction. Public Health and Community Wellbeing continues to deliver within its financial allocation.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes. Councillor Mrs W Bowkett., Executive Councillor for Adult Care and Public Health

c) Scrutiny Comments

This report has not been considered by a scrutiny committee

d) Risks and Impact Analysis

As addressed in the DPH Report

7. Appendices

These are listed below and attached at the back of the report:	
Appendix A	The Director of Public Health's Annual Report 2023 – Adding Life to Years

8. Background Papers

The background papers within Section 100D of the Local Government Act 1972 set out in the References section of Appendix A were used in the preparation of this report.

This report was written by Kat Cotton & Phil Huntley (Head of Health Intelligence), who can be contacted on Phil.Huntley@lincolnshire.gov.uk

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Ageing *Better*

→ in Lincolnshire
Adding Life to Years

Director of Public Health
Annual Report 2023

Contents

1 Foreword	3
2 Introduction	5
3 Lincolnshire Geography and Population	6
4 Community Support and Health Services	8
5 Respect and Social Inclusion	11
6 Communication and Information	14
7 Social Participation	17
8 Civic Participation and Employment	20
9 Outdoor Spaces and Buildings	22
10 Transportation	25
11 Housing	27
12 Conclusion	30
13 Glossary	33
14 References	34

1 Foreword



Welcome to my fifth annual report as Director of Public Health for Lincolnshire. Last year my report focused on the diversity in the communities spanning Greater Lincolnshire, highlighting some of the disparities in health outcomes

and wellbeing. This year my report focuses on the importance of addressing the needs of our ageing population. We will shed light on the current situation in Lincolnshire and address the pressing health and, equally important, social issues which affect our ageing population.

The ageing agenda has always been of paramount importance in Lincolnshire due to the number of older residents. Our county experiences the dual challenge of an ageing population alongside a rural and coastal geography, where many of our older residents live. This combination of factors necessitates tailored solutions to address the distinct needs of, and support for, our older population to live and age well. However, as we will see through the lens of the Age-friendly Communities Framework, there is a positive outlook for the older population, by harnessing the potential to help improve the health and wellbeing of older people in the county.

Using the World Health Organisation (WHO) Age-friendly Communities Framework, which emphasises some of the key determinants of healthy ageing and promoting the well-being of older individuals, as our guide, we can begin to understand the challenges within the context of Lincolnshire. Additionally, the Centre for Ageing Better in Lincolnshire is a strategic partner of Lincolnshire County Council and continues to play a pivotal role in supporting the implementation of policies and initiatives to address the needs of the ageing population.

By embracing the healthy ageing agenda and addressing the needs and challenges of our older population, we can foster a healthier, more resilient society for generations to come. We must all engage to build a future where age does not limit potential but enhances the richness of life for people in Lincolnshire.

Finally, I would like to acknowledge and thank all of those who have supported the writing and production of this year's Director of Public Health Annual report.

Derek Ward
Director of Public Health



I am very pleased to co-present the 2023 Director of Public Health annual report with Derek. Our report stresses the importance of addressing the needs of our older population people in Lincolnshire and additionally, allows us to

highlight the challenges experienced by Lincolnshire's adult social care workforce and unpaid carers (most often family or friends) who contribute so much to our communities. A high number of older people, particularly in our rural and coastal communities, face personal and present social care challenges, both for professional services and unpaid carers. Additionally, in their everyday lives whether getting around the house, undertaking everyday tasks or who have no other support. In this report we highlight the growth in the prevalence of preventable health conditions requiring supportive social care support. This should focus our attention on finding innovative ways to support those in most need, whilst empowering those who can be supported with a lighter touch an opportunity to retain independence, be more resilient and stay connected.

Digital Technology is playing an increasing role not just in our personal and private lives but also in transforming the health and care system in Lincolnshire. We are working with our health partners to maximise use of technology in key areas.

I echo Derek's call to action to embrace the healthy ageing agenda. It is vital that we address the needs of our older population, and the challenges they face, enabling them to enjoy rich and rewarding later lives. For health and social care services to remain sustainable for Lincolnshire's growing population of older people, substantial investment is required in new ways of working, better use of improved housing and technology, reaping a return on investment both socially and economically.

Glen Garrod

Director of Adult Social Services

2 Introduction

In this annual report for 2023, we will be describing how the World Health Organization (WHO) Age-friendly Cities Framework (Figure 1) can be applied to the older population of Lincolnshire. In doing so we will see that, with the right provision of services and support, there is a positive outlook for older people in the county.

The Global Network for Age-friendly Cities and Communities was established by the WHO in 2010 and connects cities, communities, and organisations around the world through a common vision of ‘making their community a great place to grow old in’. (WHO, n.d.) In the UK, the Centre for Ageing Better is the affiliated network who work with partners across the Country to test out new approaches to ageing better that could be rolled out to other areas. Due to its coastal and rural population, Lincolnshire was selected as one of the three original partners along with Greater Manchester and Leeds (Centre for Ageing Better, 2023a,b)

Establishing Lincolnshire as a positive age-friendly place for our older population to live is important. In comparison to inner cities, our large proportion of older people, combined with the rural and coastal geography in Lincolnshire, add different logistical and personal dimensions to good provision of services and infrastructure that support the health and wellbeing of older people.



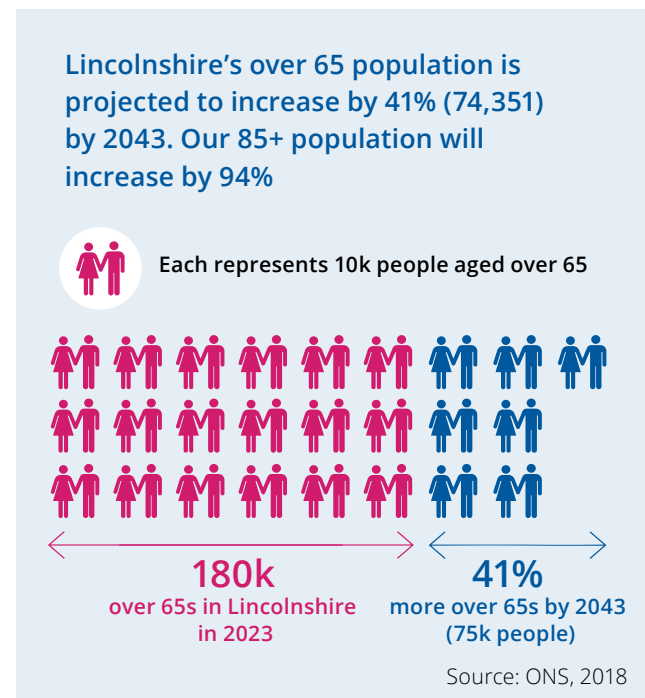
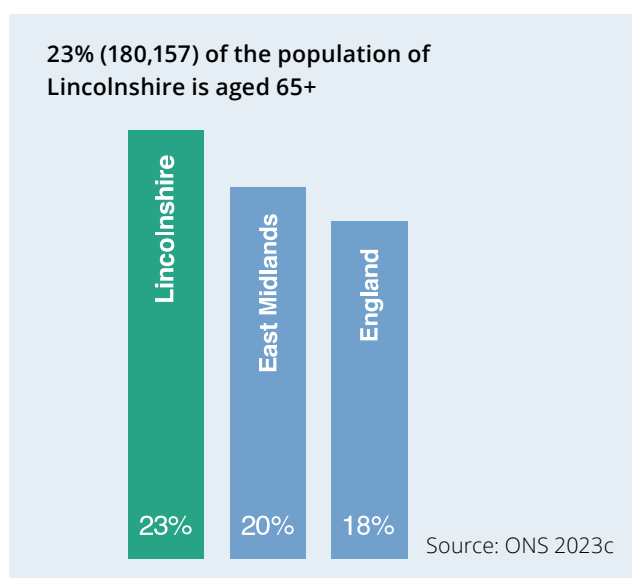
Figure 1 (Centre for Ageing Better 2023c)

The work done in East Lindsey and the legacy of that work provide an example of what is achievable. The next section in this introduction, along with each chapter in this report, describes the impact our older population, in rural and coastal settings where appropriate, has on health and social care provision in Lincolnshire and how each domain links to personal circumstances and local infrastructure. Each chapter begins with an infographic which illustrates how its theme interconnects with other domains.

3 Lincolnshire Geography and Population

Lincolnshire has a diverse population with a mix of urban, rural and coastal areas. The density of the population is relatively low due to the rurality of the county but can vary considerably between Districts. Almost all our districts are in the top 30% of the least dense districts in Great Britain. In Lincolnshire, nearly a quarter (23%, 180,157) of the population are aged 65 and over, higher than the East Midlands (20%) and England (18%) and this is estimated to grow by 41% to 255,000 people over the next 20 years. The Old Age Dependency Ratio (OADR), a measure of the number of people aged 65 years and over for every 1,000 people of working age (16 to 64) is also more pronounced in Lincolnshire (39.4) compared to the England average (29.4), and East Lindsey has the fifth highest proportion of over 65s in Great Britain with an OADR of 54.8. (Office for National Statistics (ONS), 2023c).

Proportion of Population Aged 65+

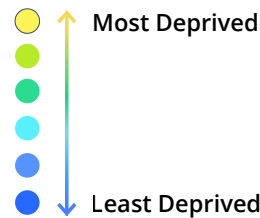
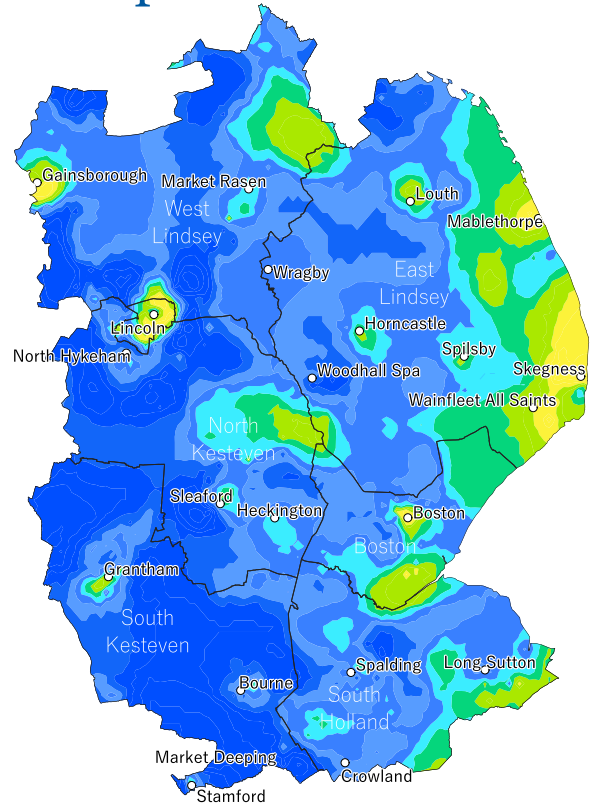


Lincolnshire demography presents unique challenges in rural and coastal areas, the vastness and scattered population can make it difficult for older adults to access essential services including health care, transport, and social support. Despite these challenges, the ageing population is a valuable resource, many older people actively contribute to the community and participate in voluntary activities, which can promote active ageing and enhance the wellbeing and quality of life.

The health of our older population is of great concern particularly when we consider this alongside the projected rise in the over 65 population in the next 20 years. When we factor in the levels of disability-free, and healthy life expectancy, this tells us that both women and men in the county are likely to live

at least part of their older age in ill health. In addition, inequalities impact negatively on health and life expectancy, the most deprived areas in the county, seen on the east coast and in urban areas such as Lincoln, Gainsborough, Boston, and Grantham, have lower life expectancy and poorer health outcomes than those living in the least deprived areas (OHID, 2023). This illustrates the scale of potential reliance on health and care services over the next 20 years, not just in rural and coastal areas but in urban centres too.

Deprivation Affecting Older People

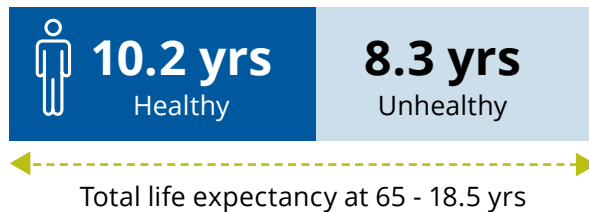


Source: GOV.UK English Indices of Deprivation, 2019

Are we Ageing Well?

Life expectancy and healthy life expectancy at 65 in Lincolnshire

Male



Female



Source: OHID 2023

It is estimated that of all those aged 65 and over in Lincolnshire, 48,000 (27%) have a limiting long-term illness whose day-to-day activities are limited a little. This is projected to increase by 18,000 (40%) by 2040. For those with a limiting long-term illness whose day-to-day activities are limited a lot, the increase is expected to be closer to 47%, affecting 61,000 people. (Projecting Older People Population Information (POPPI) 2023). Adults aged over 65 have on average 2.6 long term conditions, those under 65 average 0.7, (NHS Lincolnshire ICB, 2023).

4 Community Support and Health Services



In an age-friendly Lincolnshire, providing care for older individuals is vital for maintaining their health, independence, and activity levels, and this includes easy access to a range of health and social care services (WHO, 2023). As our older population grows, the demand for community support and health services will increase (Centre for Ageing Better, 2023). This projected rise presents a significant challenge, as older people tend to develop long-term conditions and require more health and social care (NHS England, 2023). Lincolnshire faces higher prevalence rates both regionally and nationally, for many long-term conditions, and our population of over 70s will be around 100,000 by 2040 (Office for National Statistics, 2023). This presents a significant challenge for health and care services. Our rural and coastal areas encounter additional challenges related to workforce recruitment and retention including the distances required to access services.

In Lincolnshire, healthcare provision centres around hospitals in Lincoln and Boston, offering major

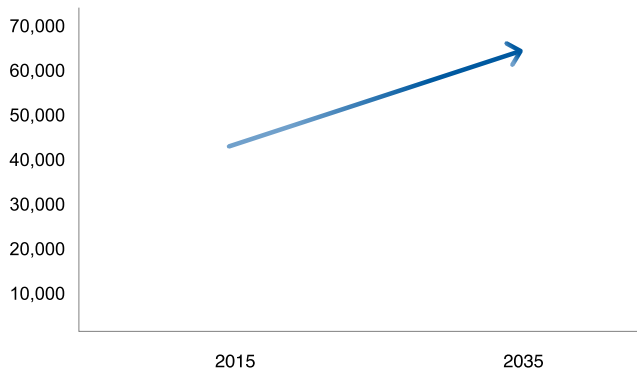
specialties and 24-hour emergency services, while other areas provide community health clinics and support services (United Lincolnshire Hospitals Trust, 2023). However, older people in rural and coastal communities often face long journeys to access specialist healthcare, a concern discussed further in the Transport chapter. Residents near Lincolnshire’s non-coastal borders often travel to neighbouring counties for hospital care, imposing significant barriers, particularly for people without private transport.

Nationally, NHS waiting lists for elective care are increasing, and progress in reducing wait times is slow (Nuffield Trust, 2023). Lincolnshire’s ageing population compounds the pressure on hospital, general practice, and social care services, and the county struggles to recruit qualified staff. Challenges such as low pay and unsociable hours affect recruitment and retention in social care (HM Government, 2022). An ageing population with complex health needs adds to GPs’ workloads, already affected by NHS backlogs (NHS Digital, 2023).

Innovative solutions are needed, and Lincolnshire's health and social care system is already starting to adopt these. Digital technology can free home care staff to visit service users with higher needs, of particular importance to rural and coastal areas where service users are spread across large distances; and the LIVES falls response units help prevent unnecessary visits to A&E. (LIVES, 2023). Utilising our data and information more effectively through adopting population health management (PHM) approaches can address specific health needs, using evidence-based strategies to enhance outcomes and quality of life.

Challenging Need in the Next 10-15 Years

Over half of 65 - 74 year olds are expected to be multimorbid (2+LTCs) by 2035



Source: Kingston, et al., 2018

Falls Case Study

Falls are the most frequent type of accident in people over 65 and the number of injuries increases with age. It is estimated that around 53,000 people in Lincolnshire will suffer a fall each year creating a significant strain on health and care services. In 2021/22 for the age 65-79 group there were 1,095 Emergency Hospital Admissions due to a fall, for those age 80+ this rose to 1,990 (OHID, 2023d). Someone who has fallen has a 50% probability of significantly impaired mobility and 10% probability of dying within a year.

The LIVES Falls Response Team provide immediate assessment and treatment for fallers in their homes and have reduced the number of transfers to hospital for urgent care by 5%. LIVES are also proactively referring patients onto prevention and early intervention services (5.5 times more than EMAS) – helping to reduce pressure on services.

One You Lincolnshire are also piloting a programme to help older people at risk of falls through strength and balance activity.

Source: unless otherwise stated: Lincolnshire Health Intelligence Hub (LHIH), JSNA: Falls, 2023

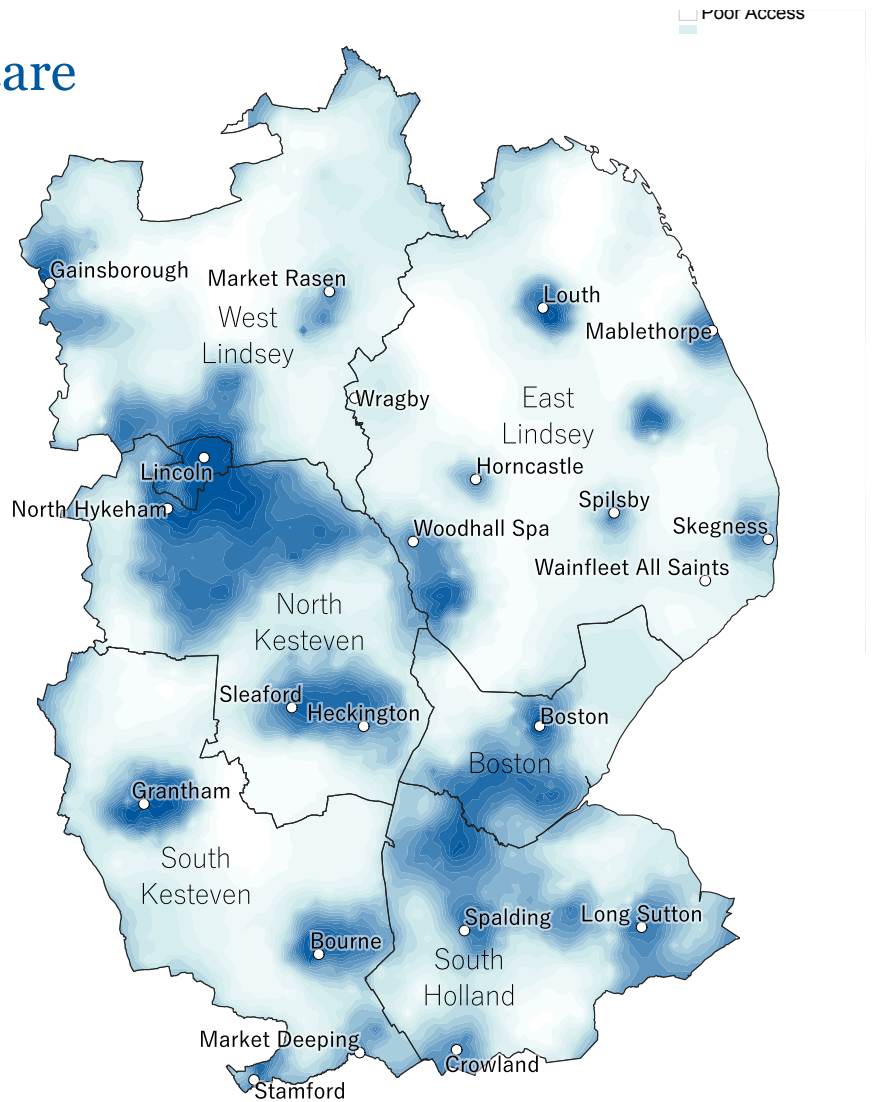
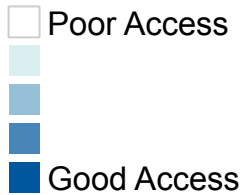


Every hip fracture costs the NHS an average of
£14.6k (NHIR, 2023)



Each day in hospital costs approximately
£400 to the NHS (BMJ Open, 2020)

Access to any healthcare in Lincolnshire



Key Points

- In an age friendly world, the provision of health and care, including preventative measures, which is accessible and timely is essential in enabling older people to remain independent, healthy and active.
- The county has issues with workforce recruitment and retainment in both health and care sectors.
- Health and care services are impacted by the large ageing population who require higher levels of medical and social care.
- In rural and coastal areas, patients need to travel long distances to access hospital care.
- Service responses are in place and being developed which help reduce the impact on services.

5 Respect and Social Inclusion

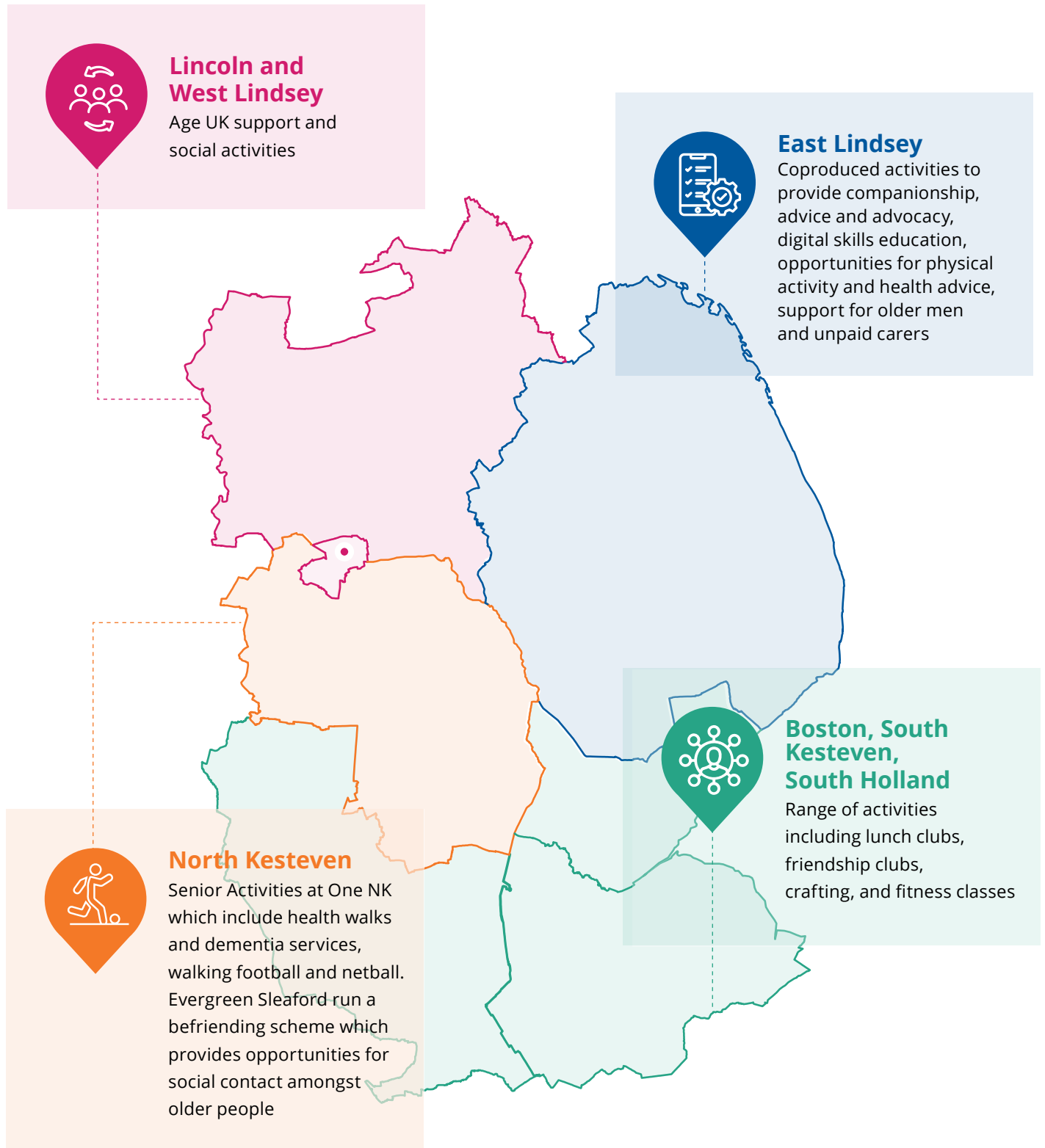


Respect and Social Inclusion is characterised by; intergenerational interactions; education about ageing; an expectation that people will appreciate the elderly; and social and economic inclusion. (WHO, 2023). Despite age being a protected characteristic, ageism remains prevalent (Centre for Ageing Better, 2023). Changing perceptions of ageing is challenging, but ensuring older people feel valued and included by their community, and are supported to stay well for longer, will reduce the need for health and social care services.

The risk of isolation increases with age, ageism can exacerbate this, leading to multiple disadvantages and isolation among older people (Age UK, 2018). There is a need to identify and include our LGBTQ+, Black, Asian and Ethnic Minorities (BAME), and migrant populations. Our older LGBTQ+ population, although relatively small in number, often lack traditional support structures and may face discrimination, impacting their mental health and well-being (Age UK, 2021). BAME groups, again a relatively small population compared to other areas of the country, are disproportionately affected by certain health conditions and institutional racism, necessitating recognition of their needs (King's Fund, 2023).

East Lindsey, our most sparsely populated district with market towns and seaside villages, faces unique challenges, including high levels of deprivation, especially in coastal communities, and a seasonal economy that offers limited opportunities for older job seekers (Office for National Statistics (ONS), 2023). It is the only area in Lincolnshire with WHO Age-Friendly status. This status signifies a commitment to listening to the needs of its ageing population (nearly 40% of East Lindsey's residents are aged over 60, exceeding the national average) to create age-friendly environments. In collaboration with the Centre for Ageing Better and Lincolnshire County Council, the Rural Strategic Partnership was created to focus on housing, communities, health, and work (Centre for Ageing Better, n.d.). Using a co-production approach involving older people, activities were developed to provide (TED in East Lindsey). Despite barriers in remote areas, intergenerational contact facilitated by co-production can dispel negative perceptions and foster community integration, preventing ageism (WHO, 2021b).

There are a range of activities available across Lincolnshire to support our older residents



These evidence-based initiatives in East Lindsey are positively supporting the local older population, fostering mutual respect, reducing social isolation, influencing health and wellbeing services and most importantly, providing an example of how facilitating an age friendly community approach has created a legacy which continues to shape older people's positive experiences.

Throughout Lincolnshire there is a wide variety of formally co-ordinated and localised activities for older people. These provide a mixture of opportunities for friendship and healthy activities designed to keep body and mind active, in turn contributing significantly to older people's health and wellbeing. For example, Age UK in Lincoln provide a range of different activities in their Park Street Venue, which acts as both a hub for support information and offers both virtual and venue based social activities. In the Boston, South Holland, and South Kesteven districts social groups include lunch clubs, friendship clubs, crafting, and fitness classes. (Lincoln & South Lincolnshire Age UK, 2023) Elsewhere, in North Kesteven, there are Senior Activities at One NK which include health walks and dementia services, walking football and netball, and over 50s activity groups (Better, 2023). Localised activities include warm spaces which are available throughout the county in diverse locations such as churches, garden centres and village halls. (Warm Spaces, 2023), and Evergreen Sleaford run a befriending scheme which provides opportunities for social contact amongst older people (Evergreen Sleaford, 2023). These are representative examples of the excellent work being carried out in the county to enable older people to live socially active lives and reduce isolation and loneliness.

Key Points

- Social interaction is crucial to reducing isolation and has potential to reduce burdens on health and care provision.
- There are potential benefits to the community in increasing activities for intergenerational interactions.
- Facilitating intergenerational contact through the coproduction of services and activities is good practice in an age friendly community and can lead to greater understanding between age groups.
- Some older people in minority groups can be further marginalised due to social perceptions.

6 Communication and Information



Our ability to communicate effectively plays a crucial role in active ageing, but modern times often bring information overload. Recognising the diverse needs of Lincolnshire’s older residents and service users is essential, including those who speak languages other than English, those with limited digital technology skills, or those with dementia or sensory and physical impairments (WHO, 2023; Centre for Ageing Better, 2023). Barriers to communication and information access can stem from individual capabilities, financial constraints, poor signage and inadequate digital infrastructure (Chief Medical Officer, 2021).

Recognising and addressing these factors is crucial, particularly in our health and care settings where insufficient support can lead to increased demands or deter individuals from seeking care, leading to poorer health outcomes and inequalities (National Voices, 2023). Staff awareness of communication barriers can promote positive interactions between professionals and service users/patients.

Digital activities like online shopping, social media engagement, and accessing information, have the potential to enrich the lives of older people, especially

in rural and coastal areas with limited transport options (Haartsen et al., 2021). Digital connectivity can contribute to better overall health by reducing isolation and loneliness, a topic discussed in our social participation chapter. Some services, like GP bookings, health checks, and medication reviews, increasingly depend on online tools and apps. However, older people still primarily prefer to receive information through traditional media and personal contact, such as phone calls (WHO, 2023). Local data indicates that for Lincolnshire residents aged over 65, postal communication remains the preferred method (Experian, 2023). How service providers communicate with older residents is fundamental to their ability to interact with the Lincolnshire health and social care system.

Barriers to digital communication include financial limitations, inadequate digital infrastructure, and a lack of digital skills (Ofcom, 2022). For people with limited incomes, the cost of internet access or mobile phones can be prohibitive. Some areas in the county suffer from poor digital connectivity and our local digital exclusion analysis shows that communities more

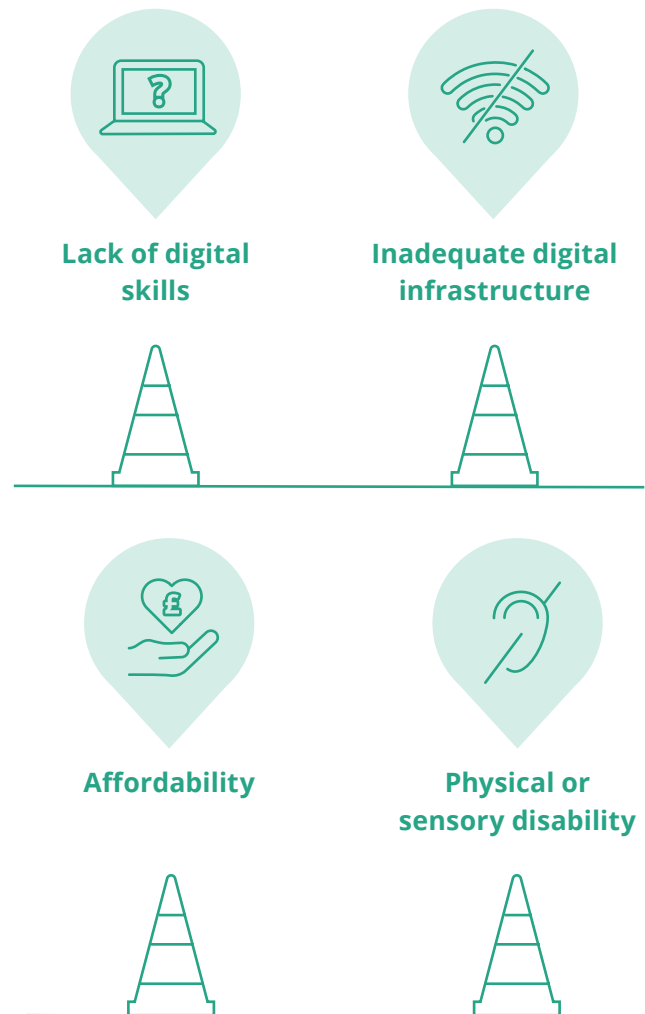
at risk are those within our coastal and rural areas and closely aligns to areas of deprivation (Lincolnshire Health Intelligence Hub, 2023).

Free internet access is available in public libraries, but accessibility remains an issue for those without a local resource. The Lincolnshire Digital Inclusion Group is working to engage with vulnerable groups by connecting organisations to address digital inclusion (Lincolnshire County Council, 2023).

Digital skills are crucial, but a significant portion of the population, particularly those over 55, have never used the internet (Tabassum, N., 2020). This puts older people at risk of being excluded from essential services and communication channels. Lincolnshire offers initiatives to help older individuals gain digital skills, such as Lincs Digital - community-based learning in East Lindsey - and digital hubs provided by North Kesteven District Council (NKDC). Age UK runs a digital champion programme and Connect to Support offers online guidance for digital and technology support (Age UK, 2023b; NKDC, 2023). Despite these efforts, reaching isolated older individuals remains a challenge (Berni, J., East Lindsey District Council, 2023).

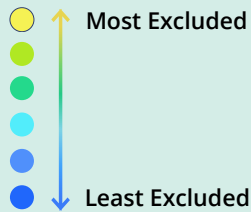
Organisations should provide resources in formats that meet the needs of older people, including adjustments for the physically and sensorially impaired. There is no reason why older people cannot access information digitally and many learn to embrace digital technology successfully, however a minority will remain unable to do so.

Barriers to digital communication

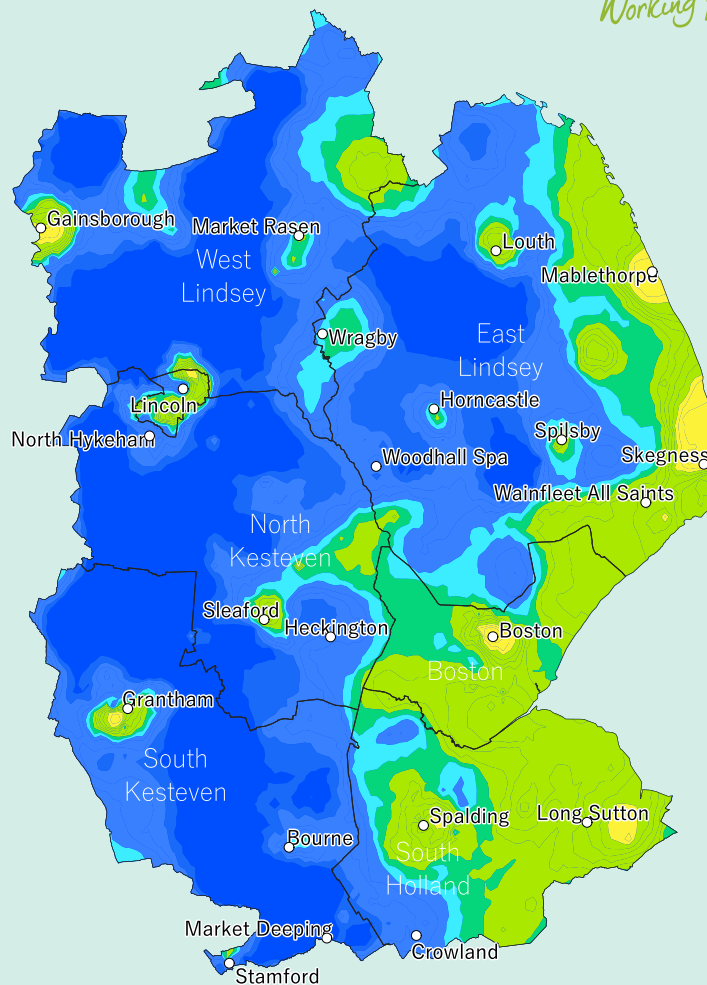


Source: Age UK, 2023

Digital Exclusion



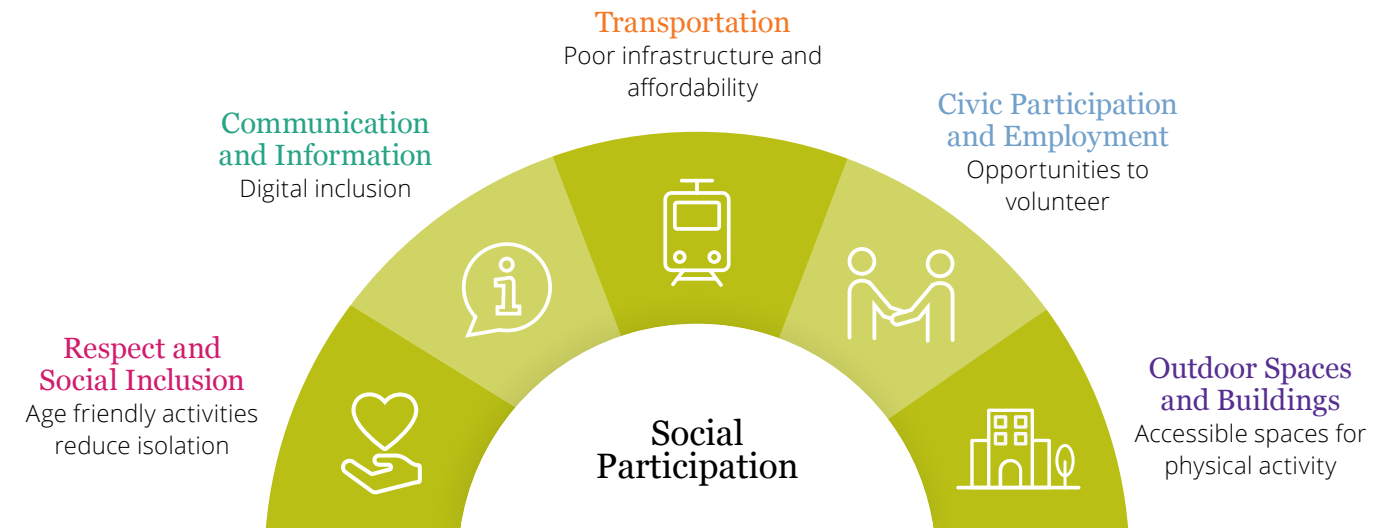
Source: LHIH 2023



Key Points

- Communication and Information is a key part of active ageing and providers should have an awareness of the range of needs and resources older people require to support our older residents who are at risk of experiencing difficulties engaging with health and social care services.
- There has been a move from traditional methods of communicating information and staying in touch, this is driving the need for older people to have good digital skills they are confident in and trust.
- 25% of over 65s do not currently use the internet.
- Barriers to good digital communication are fourfold: lack of digital skills, inadequate digital infrastructure, affordability, and physical or sensory disability. Age is not a barrier in itself.
- The challenge is how to include those at most risk of being isolated by not having digital access, the most complex being affordability.
- It is vital that organisations recognise and respect the communication needs of individuals with physical and sensory impairment including dementia.

7 Social Participation

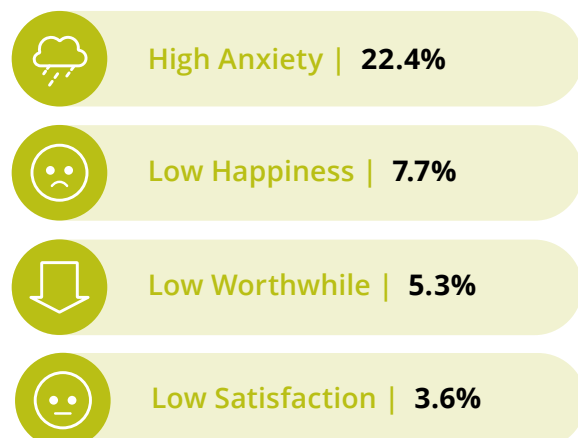


Social Participation means, the engagement in leisure, social, cultural and spiritual activities in the community; which leads to the integration of older people in society, helping them feel engaged and informed. Participation levels are influenced by various factors, including access to transport, physical and mental health conditions, affordability, awareness of activities, and local facilities (WHO, 2020). The importance of social participation as a means of integration and combatting loneliness, with a focus on unpaid carers is paramount for supporting Lincolnshire's older residents.

We know there are several factors that can lead to isolation and hinder social participation of older people, such as transportation challenges, financial constraints, limited access to information (increasingly online), personal choice, loss of a spouse and a lack of suitable opportunities. Isolation and loneliness can negatively impact health and well-being, creating additional pressure on health and social care services. Isolation and loneliness are not the same, but statistics indicate that 50% of individuals over 60 are at risk of social isolation, and one-third experience some degree of loneliness (Fakoya et al., 2020).

How are our communities affected?

Source: OHID, 2021



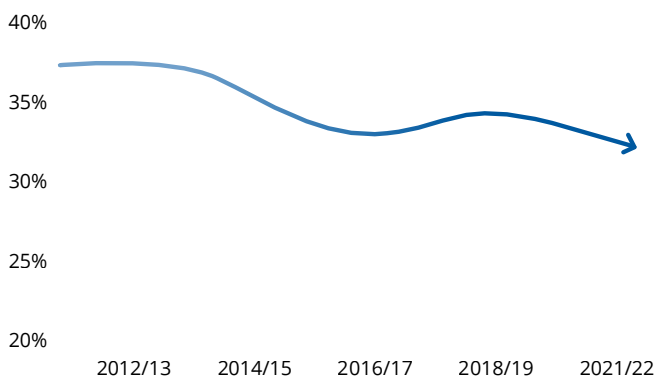
The impact of social isolation on the wellbeing of our residents' health and well-being is significant. Loneliness can lead to anxiety and further withdrawal from society, making intervention critical. Health impacts are thought to be equal with other public health priorities like obesity and smoking. Loneliness is also associated with increased risks of: Inactivity, smoking, Coronary Heart Disease, Stroke and Alzheimer's (DCMS, 2018). The prevalence of these conditions is getting worse in Lincolnshire (except for smoking). Alongside this, it is predicted by 2040, for the projected 65+ population, Dementia will affect

19,800 or 7.8% (an increase of 7,000 people) and falls that require hospital admission will rise by 56.0% (Source: POPPI, 2023), underscoring the need to reduce isolation and loneliness to alleviate pressure on health and care services (POPPI, 2023). More concerning for Lincolnshire is that rural and coastal residents are at a greater risk of loneliness than those living in our urban areas.

Unpaid carers are seven times more likely to report loneliness and face a higher risk of worsening physical and mental health conditions due to isolation (Carers UK, 2021).

Our data tells us that as our residents age they are more likely to provide unpaid care and will increase by 35% by 2040 (POPPI, 2023). A substantial number of older carers may experience limited social contact. Identifying carers with hidden needs is crucial as the ageing population and age-related illnesses increase (Carers Trust, 2023). To address these challenges in Lincolnshire, we have a range of organised social opportunities for older people, like men’s sheds and walking groups, promoting intergenerational connections. Such initiatives benefit communities and emphasise the importance of investment in such services.

The % of adult carers who have as much Social Contact as they would like has dropped considerably over the last decade



Source: NHS Digital, 2022

Lincolnshire Carers Service Case Study

As the population lives longer, the Lincolnshire Carers Service is required to support many more older carers. As they become older, their caring capacity is likely to diminish, meaning that the long-term future of their current arrangements will be in many cases unsustainable. Shortly the Carers Service will be implementing a new service which will target support for this group of carers over the age of 65, who are known to adult social care and living and supporting someone with a learning disability.

Key Points

Social Participation is engagement with cultural activities that foster older peoples’ continued integration in society, which:

- can help prevent the onset of diseases associated with ageing: dementia, strokes, and cardiovascular disease.
- is a priority for Lincolnshire because people living rurally experience higher rates of loneliness and isolation.

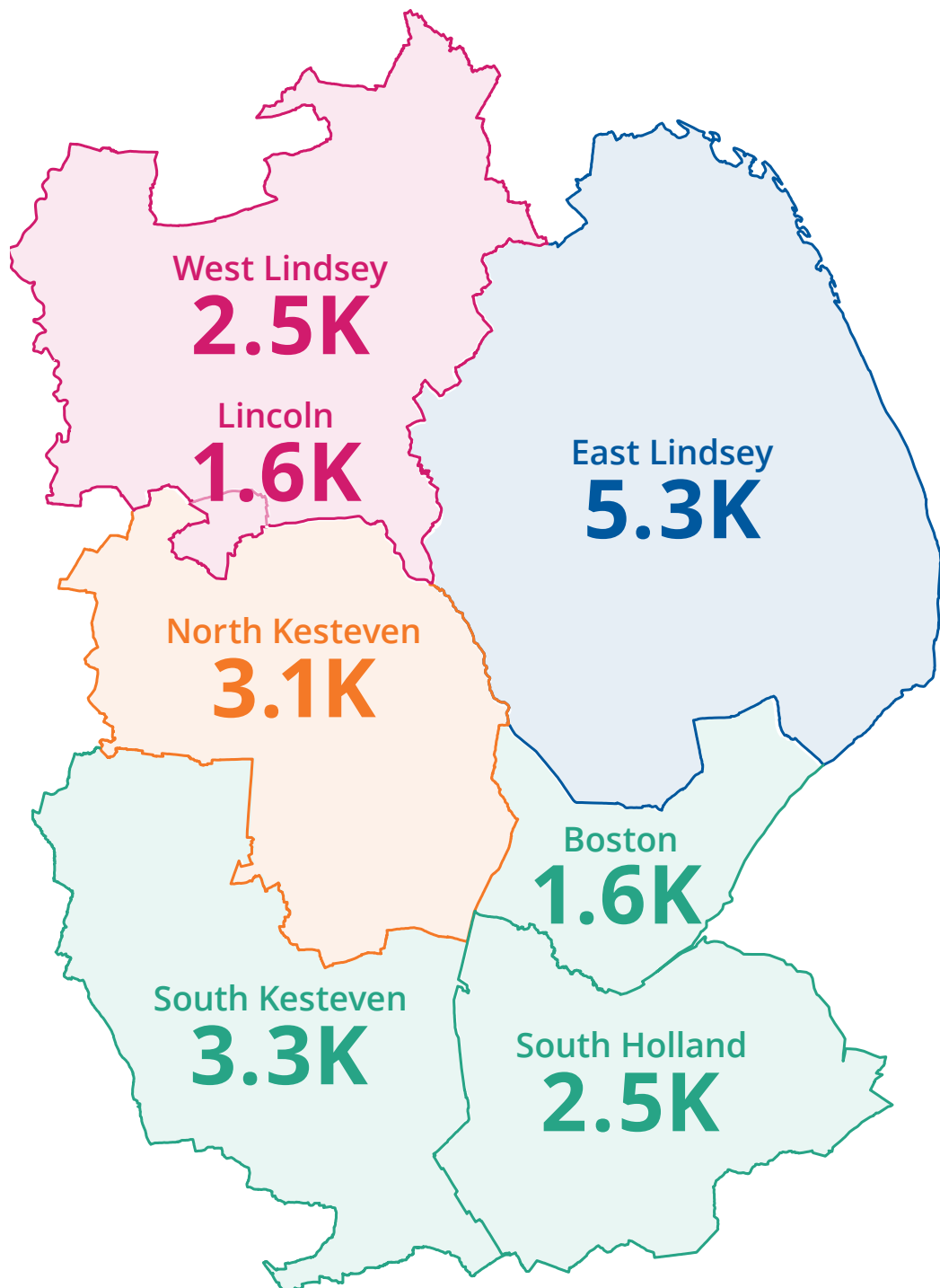
Evidence suggests isolation and loneliness are pressing public health issues barriers to increased Social Participation include:

- Transport provision and access to information.
- An unpaid caring role which increases the risk of social isolation and loneliness.
- Isolation does not imply loneliness, but both are barriers to increased participation.

Unpaid carers in Lincolnshire



Over 20,000 people aged over 65 in Lincolnshire provide some level of care every week, 25% of which are in East Lindsey



Source: ONS, 2023

8 Civic Participation and Employment



Civic participation, encompassing employment, political engagement, and the availability of volunteering opportunities, is vital for our older residents to contribute to their community and maintain a sense of purpose (WHO, 2020). Opportunities for civic participation can decrease with age due to ageism, financial constraints, and perhaps most relevant - the rurality of Lincolnshire (Centre for Ageing Better, 2023a).

Although there are around 17,000 over 65s still economically active, 90% of Lincolnshire's over 65 population are economically inactive, with the majority of those (96%) having retired (ONS, 2023b). Ill health significantly impacts the ability to work, for example only 59% of working age people with musculoskeletal conditions (such as arthritis) are in work (Public Health England, 2019).

For many older individuals, finding a job is challenging due to perceived limited opportunities, leading to "discouraged workers" who have lost hope of securing employment (Stickland, 2022). Discriminatory hiring practices, skills mismatches, and access issues further complicate the situation. Schemes aimed at supporting

older residents back into work can be hindered by transport and technology access (Department for Work and Pensions, 2022).

Ageism poses a significant barrier for older job seekers who can face prejudice and discrimination, limiting their employment prospects (Centre for Ageing Better, 2023b). Volunteering offers numerous benefits, including reduced mortality rates and lower long-term care needs (Filges, T., et al., 2021). It plays a significant role in the transition from work to retirement, reducing the burden on health and care services. Good practice in volunteering should include accommodating people with disabilities, unpaid caring responsibilities, and those with long-term conditions, but barriers like financial constraints, digital exclusion, and transportation issues persist (Centre for Ageing Better, 2023a).

Lincolnshire Community and Voluntary Services, along with Voluntary Centre Services, coordinate volunteering and social prescribing efforts in the county, offering comprehensive options for older individuals.

Social prescribing, which signposts people to local services and activities supporting their wellbeing, benefits those with mental health issues, long-term conditions, complex social needs, and veterans (Lincolnshire Community & Volunteering Service, 2023). Although local data is unavailable, England-wide statistics show that 61% of individuals aged 65 to 74 participate in volunteering activities, and 51% of over 75s (Statistica, 2023). This suggests almost 100,000 older residents in Lincolnshire could be participating in voluntary activities.

Key Points

- Civic participation and work enhance an individual's ability to contribute to society, in addition it can provide financial stability, improve health and increase social contacts
- Options for paid employment diminish as we get older, in part due to perceptions of ageing, or a lack of opportunities which become pronounced in deprived rural areas, particularly along the east Coast.
- Employability is affected by individual circumstances: physical health, use of technology, willingness to work, and living in remote locations particularly on the east coast.
- For many, retirement and reduced incomes can lead to a sense of disempowerment, this is compounded where transport is an issue.
- Older people can continue to be engaged with their local community, through paid work or meaningful and inclusive volunteering.
- Volunteering can provide: a gateway into work, new social networks, opportunities to gain new skills or pass on experience, and personal fulfilment after retirement.
- Organised volunteering networks cover the whole county providing a range of opportunities for all abilities. These include social prescribing for people with disabilities and unpaid caring responsibilities.



90% of Lincolnshire's over 65s population are economically inactive with the majority of those (96%) having retired

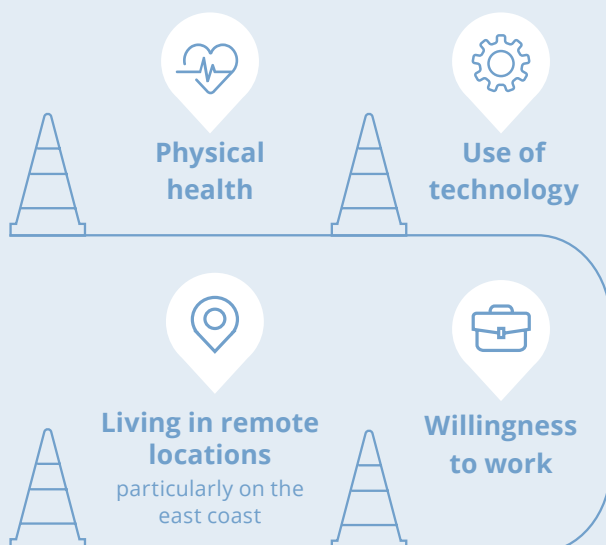
Source: ONS, 2023b



100,000 older residents in Lincolnshire could be participating in voluntary activities

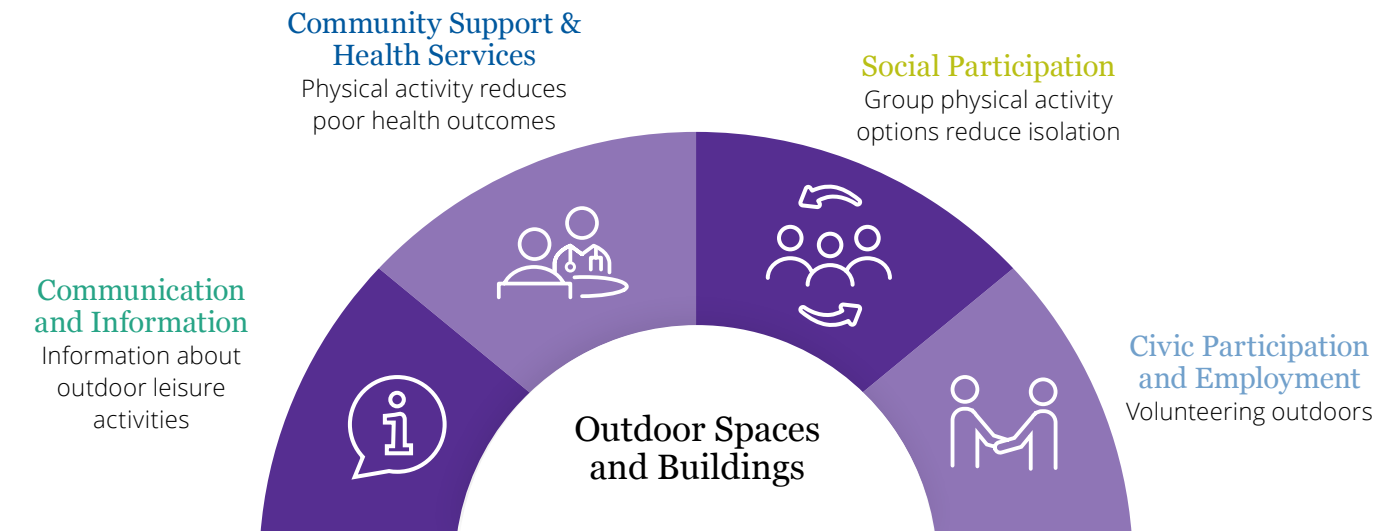
Source: Statistica, 2023

The key barriers to employability for older people wanting to work



Source: Age UK, 2021

9 Outdoor Spaces and Buildings



In an age-friendly world, outdoor spaces and buildings play a pivotal role in ensuring a secure, pleasant, and welcoming environment for older people. These spaces should feature age-friendly elements such as well-maintained buildings, walkways, safe pedestrian crossings, and rest areas, all of which support the mobility, independence, and overall quality of life for older people outside their homes (WHO, 2023). Good practices include local businesses offering resting spots and walk audits involving older individuals identifying pavement, curb, and crossing needs (Centre for Ageing Better, 2023).

Lincolnshire, boasting an abundance of green spaces, public parks, over 2,5000 miles of public rights of way, and around 50 miles of coastline (Lincolnshire County Council, 2023; Explore Lincolnshire, 2023), offers ample opportunities for outdoor activities. However, access to these spaces can be hindered by factors including disability, lack of transportation, absence of toilet facilities, and a move to car parking apps. In urban areas, concerns about personal safety and poor air quality can create additional obstacles. Addressing these barriers is essential, as local research links higher levels of inactivity to greater deprivation,

poorer health, and reduced social and community cohesion, contributing to significant health inequalities across Lincolnshire (LHIH, 2023).

As our older population in Lincolnshire increases, a corresponding growth in disability and ill health due to inactivity is expected. This will place further strain on health and social care services. While gyms, swimming pools, and sports clubs can be costly and less accessible in rural and coastal areas, walking and gardening remain popular physical activities that are less income-dependent and more accessible (Active Lincs, 2019). Our One You Lincolnshire lifestyle service offers tailored support for healthy ageing for our over 55s and has proven effective in improving the lifestyles of our older residents (One You Lincolnshire, 2022).

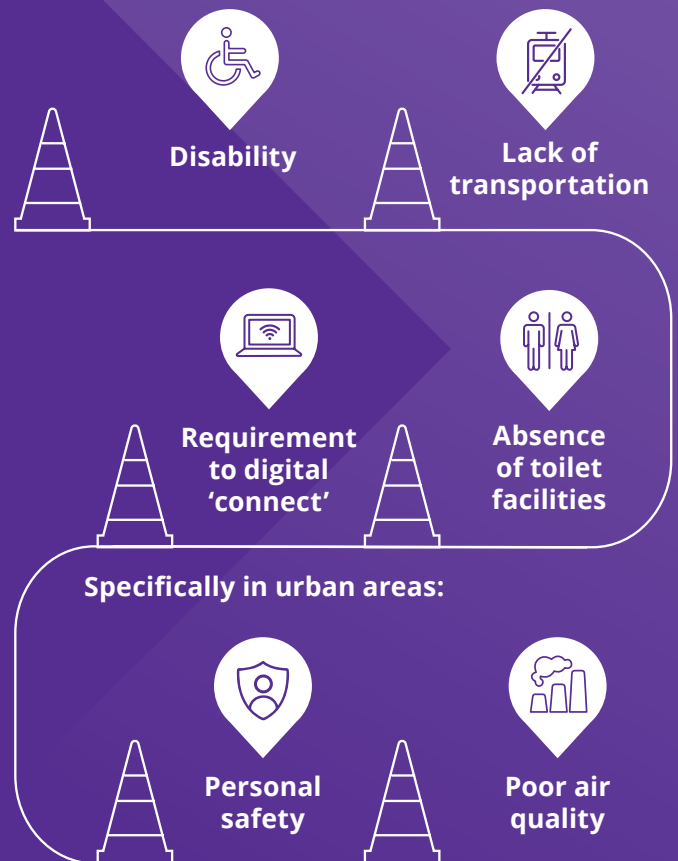
Case Study: One You Lincolnshire

One You Lincolnshire are commissioned by Lincolnshire County Council to deliver interventions to help people who want to make healthy lifestyle changes.

- The One You Lincolnshire 'Move More' programme encourages people to meet the Chief Medical Officer's recommended 150 minutes of physical activity per week through a mixture of free 1-1 and group sessions, both online and in gyms/leisure centres.
- 'Move More' includes 'tailored support for over 55s' which offers advice on healthy ageing including nutrition, mental health, falls and dementia prevention'.
- An evaluation of 'Move More' shows that in 2021/22, more than 4,500 over 55s improved their physical activity status (Source: One You Lincolnshire, 2022).
- Anyone can access this service, and GP practices can refer patients to it through the social prescribing pathway. (Source: One You Lincolnshire, 2023).
- A pilot is underway to target people at risk of falls through strength and balance activities.

Age-friendly outdoor spaces play a vital role in encouraging active lifestyles, improving the well-being of older individuals, and reducing the burden on healthcare services.

Barriers to physical activity for older people



In Lincolnshire...



93% of all households in Lincolnshire have access to private outdoor space



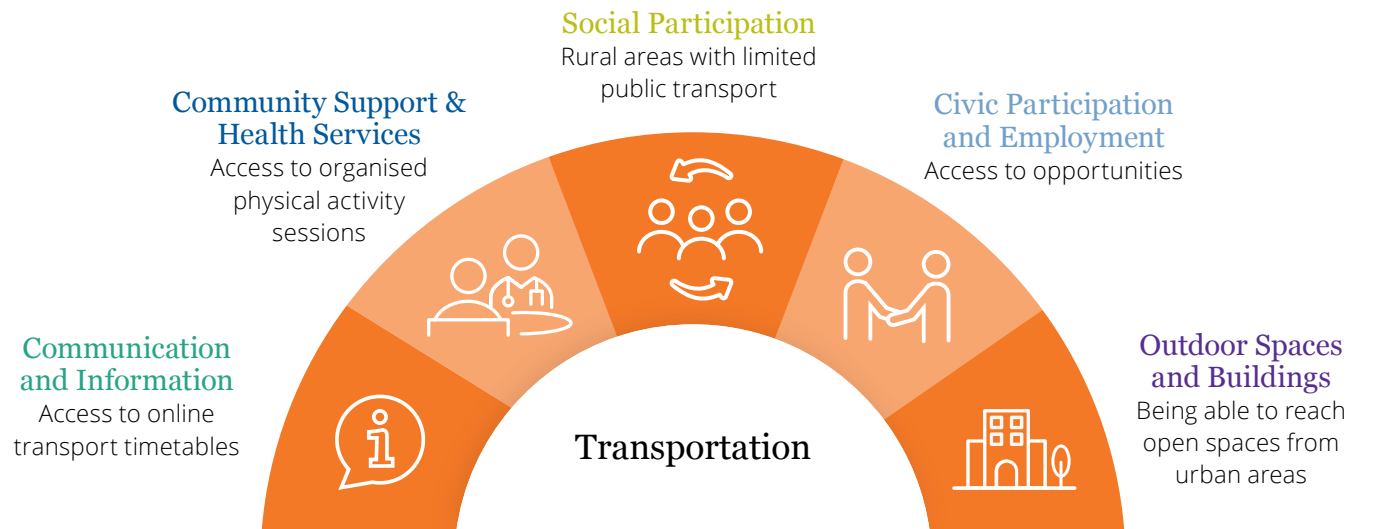
The average distance to the nearest park or outdoor space for Lincolnshire residents is **650 metres**

Source: ONS, 2023

Key Points

- Outdoor Spaces and Buildings refers to recreational areas which provide an age friendly environment which older people feel safe to visit.
- In the context of physical activity, Lincolnshire has good provision of outdoor spaces - parks, public footpaths and the coast - providing free or low-cost areas for exercise which benefits those living with the highest levels of deprivation.
- Provision of age-friendly facilities is necessary for older people to take part in physical activity, particularly for those with limited resources.
- In turn this reduces pressure on health and care services where the population of older people is predicted to grow by up to 48% by 2040.
- Structural barriers to older people taking part in physical activity include a lack of toilets, use of car parking apps, and poor public transport networks in rural and coastal areas.
- Human barriers include ageism, both negative attitudes towards older people, and their own perceptions relating to ageing, put them off participating.
- Social prescribing can help put older people in touch with support and advice from organisations like One You Lincolnshire and can be a way through both human and structural barriers.

10 Transportation



Accessible, affordable, and safe public transport is a crucial element of an age-friendly environment, facilitating active ageing and community engagement (WHO, 2020). This includes age-friendly driving conditions and parking facilities. It is important that transportation options are not only accessible but affordable, reliable, and convenient to meet the diverse needs of our older residents, especially in a rural county like Lincolnshire. Failure to provide suitable transportation options can lead to isolation, hinder access to healthcare, shopping and social activities, and disconnect older people from society. Transportation challenges disproportionately affect those in rural and coastal areas, where poor bus and rail networks, as well as long distances from population centres create barriers.

In Lincolnshire, transportation issues faced by our older residents can be influenced by personal circumstances including financial constraints, not owning a car or having to stop driving for health reasons, social connections, and digital exclusion which impact their ability to connect to services and social networks. Those with poor health, frailty, and a lack of local support connections are particularly affected by

limited transportation options. This can lead to physical and social isolation, loneliness, and poor mental health outcomes (Mental Health Foundation, 2023). Low income can further exacerbate transportation challenges, making it difficult for our residents to afford fuel or access affordable shopping options (Ministry of Housing, Communities & Local Government, 2019). While some provision exists for those who cannot afford private transport, such as voluntary car schemes and CallConnect on-demand bus services (Lincs Bus, n.d.), these options are stretched, especially in areas of Lincolnshire with large distances to cover between amenities, commercial centres, and health services. Public transport infrastructure varies across Lincolnshire, the west of the county benefiting from good connections while more rural and coastal regions lack comprehensive transportation options. As people age and their confidence in driving decreases, reliable and accessible public transport becomes even more critical. Further challenges like the withdrawal of 3G networks and the introduction of digital parking systems can create additional barriers for older individuals (BBC, 2023).

This results in embedding reliance on home care provision as people are left with no transport choices. Additionally, unpaid carers are also adversely affected by poor access to transport (Watts, 2022).

Ensuring accessible, affordable, and safe public transport is essential to support active, healthy ageing, community engagement, and access to essential services. Addressing transportation challenges, especially in rural and coastal areas, is crucial to promote social inclusion and well-being for older individuals in Lincolnshire.

Less than **45%** of over 85s have access to private transport



Around **half** of Lincolnshire residents are unable to access their GP by walking or public transport within 15 minutes

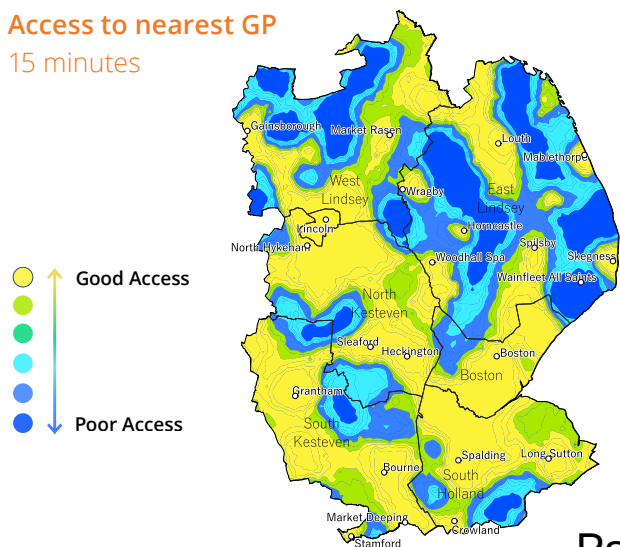


Less than **half** of Lincolnshire's residents can access urgent care or a community hospital within 30 minutes on public transport



Source: TBC

Access to nearest GP
15 minutes

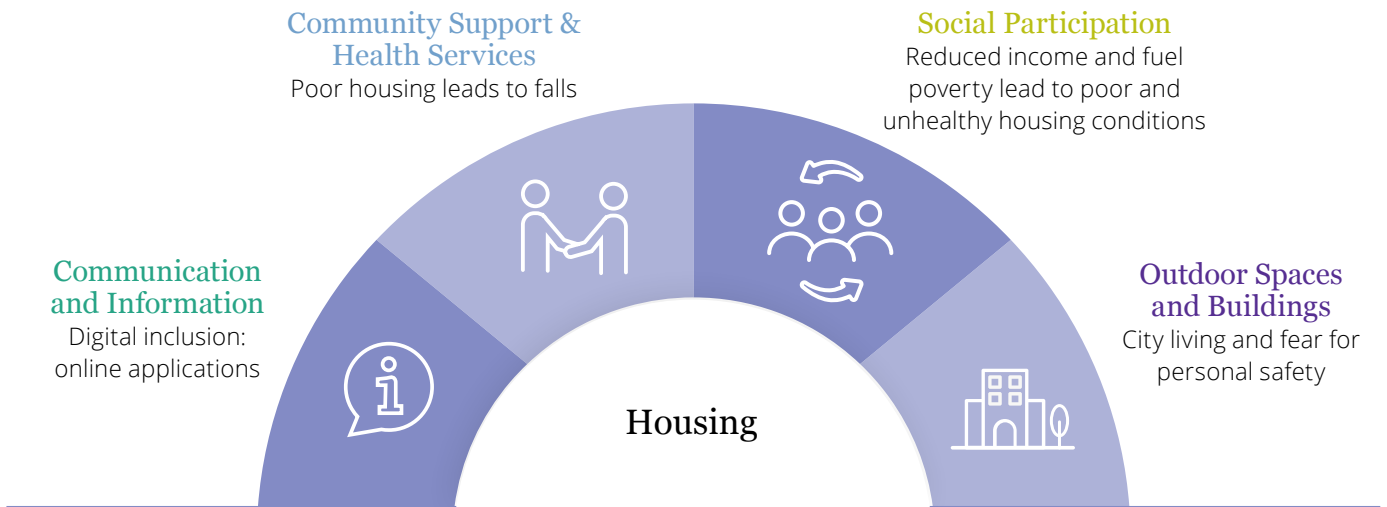


Source: LHH, 2022

Key Points

- Transport should be affordable and accessible to enable older people to age actively and engage with their communities.
- Long distances to access services and social support, particularly in eastern Lincolnshire which has sparse and inconsistent rural public transport connections and a poor road infrastructure, exacerbates social isolation.
- Considerable inequalities exist between those who must rely on public transport and those with access to personal transport.
- Services in Lincolnshire include; subsidised bus routes; hospital transport schemes; CallConnect bus services; and free bus passes.
- High costs and long travel distances further disadvantage unpaid carers.
- Transportation barriers potentially add to the burden on delivery of home care services which are already stretched.

11 Housing



Housing is fundamental to quality of life and ageing independently in the community. Suitable housing close to essential services plays a pivotal role in enabling older people to live comfortably and securely. Age-friendly adaptations support people to stay in their homes for as long as possible (WHO, 2023). When this is no longer feasible, a variety of housing options can help enable continued independent living.

Poor-quality housing, particularly cold and poorly maintained homes can significantly impact older residents, making them vulnerable to low temperatures, falls and accidents which can trigger a decline in health and potentially lead to a move into residential care (Lincolnshire County Council, 2022; UK Parliament 2018). There are many reasons people live in poor or unsuitable housing; fuel poverty where fuel costs leave people below the poverty line, lack of mains gas supply in rural areas, insufficient insulation, and poor ventilation, which may result in deteriorating living conditions (UKERC Energy Data Centre, 2023). Furthermore, those on low and reduced incomes are limited in their housing choices, typically having less desirable or poorer housing conditions than others, and finding themselves more likely to be living in rented tenures (Joseph Rowntree Foundation, 2013). Poor housing stock particularly affects older people living in the most deprived areas, along the east coast and

urban areas. This means that some older people in the county are likely to live at least part of their later years in ill health due to poor quality housing. There are a number of funds that District Councils administer, which are designed to provide support to people on low incomes to help them improve the energy efficiency of their homes.



1 in 5 homes in Lincolnshire do not meet Decent Homes Standards



14%

of households in Lincolnshire in fuel poverty

Source: UKERC Energy Data Centre, 2023

Lincolnshire Community Equipment Service (LCES) provides and maintains clinically prescribed equipment such as simple aids and hoists, this collaborative service is our response to the growing demand and complexity of need seen in recent years. In the period 2022/23 around 30k people were helped by this service, and to date around 115k items of equipment have been supplied. There is a current pilot scheme with a District Councils to install and maintain stairlifts and access equipment, and from 2024 a wheel chair service will also sit under the LCES team.

In partnership with the Centre for Ageing Better, local authorities and other agencies across Lincolnshire are establishing a Good Home Alliance. To help local people and professionals access a comprehensive range of housing support and information, the Good Home Hub will be available shortly, via the Connect to Support website. This will help older people to make informed choices to maximise their independence for as long as practical.

Targeted support is available via the Wellbeing Service commissioned by the County Council, which includes help with small aids for daily living, minor adaptations, and other home-related needs. Financial assistance in the form of means tested Disabled Facilities Grants (DFGs) for major adaptations such as installing showers or ramps are available. Work is ongoing to streamline this funding which will ensure an equitable and consistent approach countywide. Additionally local energy advice services will help older residents to make their homes more fuel efficient and District councils have developed a common discretionary housing assistance policy to support people who fall outside the provisions of the mandatory DFG or government energy efficiency grants schemes.

The Supported Housing Act 2023 requires local housing authorities and social services providers, to develop

a strategy that aims to meet demand. In 2030, the need for over 65s supported housing or Extra Care Housing is expected to increase by more than a fifth in Lincolnshire, highlighting the potential impact on health and care services if supported housing requirements are unmet (Housing Health and Care Delivery Group (HHCDG), 2021). Due to a shortage of Extra Care Housing, the county council developed a programme with a variety of partners, resulting in De Wint Court Lincoln being fully operational. Future schemes are being developed, and by the end of 2027, it is projected there will be an additional 134 homes for older residents and people with disabilities.



62% of residents (65+) who own their own home report good health status compared to only **42%** for those who rent

Source: Census 2023



The cost of residential care per week is around **£800** rising to **£1,078** for nursing care

Source: Age UK, 2023

Case Study: Lincolnshire Wellbeing Service

- The Wellbeing Service in Lincolnshire is designed to help residents to live independently, this is supported through a personal assessment, usually in the individual's home and includes identification of equipment and adaptations required and a survey of the property to assess its suitability.
- For those eligible for care and support, services may be supplied directly, or the individual may be put in touch with specialist services such as those supplying home equipment; simple aids for daily living; telecare; and the wellbeing response service.
- In the period 2022/23 9,754 referrals were made into the Wellbeing service, an increase of 9% on the previous year; the majority of referrals (62%) are for people over 65 years.

Lincolnshire County Council, 2023

Key Points

- Poor housing conditions for older people can impact physical and mental health, quality of life and the ability to age independently and actively in their communities, in turn these impact on health and social care services.
- Means tested Disabled Facilities Grants, discretionary housing assistance and energy efficiency schemes are available to enable older people to remain in their homes for as long as possible.
- Supported Housing and Extra Care Housing provides older people with housing options which enable them to remain independent but with appropriate support when needed. Both are cost-effective options which help reduce the costs of providing residential care.
- Various partnerships are working together to provide more extra care housing and information resources to enable older people to live as independently as possible for as long as possible.



It is estimated the cost to the NHS for each cold or damp home is **£750** per year (BRE Group, 2023)



Costs for homecare average around **£15** per hour

Source: Age UK, 2021

Extra Care Housing Case Study – De Wint Court, Lincoln

In Lincolnshire there are currently seven extra care schemes, with a total of 339 units of accommodation for older people. Following the development of De Wint Court in Lincoln in March 2022, the number of units available in the county increased by 20%. It is anticipated this will further increase by a further 25% by the end of 2025.

De Wint Court offers 70 extra care housing units and approximately 10% of residents came from residential care, thus reducing the financial burden on local authorities as well as supporting our vision to enable people to live independent lives in their own homes.

In the first year, residents reported reductions in isolation, loneliness, and self-neglect as well as significant increase in independence. In addition, a 30% reduction in care and support hours has been reported.

(Source: Lincolnshire County Council, 2023)

12 Conclusion

Collectively the domains discussed in this report highlight the challenges and opportunities in empowering ageing populations in Lincolnshire, with a focus on promoting active ageing, improving access to essential services, and creating age-friendly environments. Without this focus on supporting our population to age well, the demands upon our over-stretched health and care services and workforce will continue to rise.

‘Personal circumstances have a big impact on healthy ageing...’

We have demonstrated how a person’s individual circumstances can present opportunities to thrive in later life or become barriers to ageing well. These include financial status, physical and mental health, family and social networks, digital inclusion, and employment.

‘...but there are considerable structural challenges that older people face too.’

Elements outside a person’s control can be detrimental to ageing well in Lincolnshire. We know that living in a rural or coastal community has its benefits in terms of access to green and blue space and mitigating the onset of ageing but it can also negatively impact how older people age. For those who are digitally excluded, or without access to reliable transport options to enable access to amenities, services and social opportunities, they can become isolated. In turn this can exacerbate health inequalities and pressures on health and social care services.

What’s Next

Our analysis of the age friendly community framework in this report has demonstrated the interdependency between domains. Throughout the report we have detailed the links between the domains, showing where we are likely to be able to make the most impact (Figure 2). By effecting a change or improvement in an aspect of one domain, there can be far reaching positive impacts on others, which cover all interdependent aspects of ageing well in Lincolnshire.

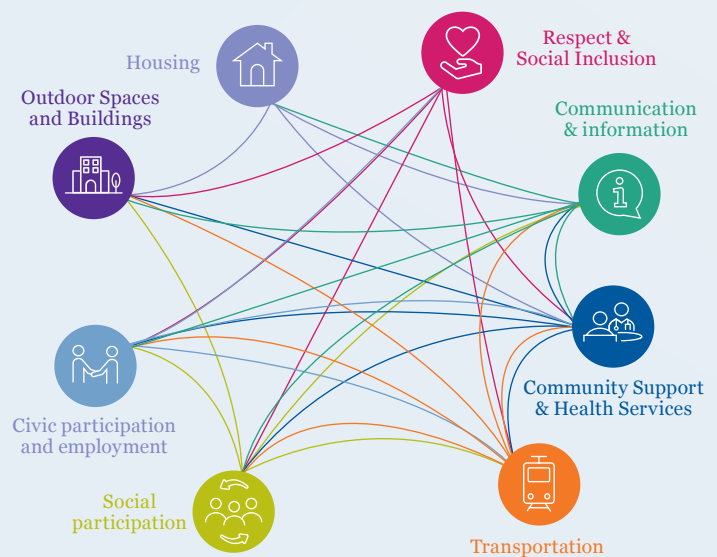


Figure 2

By effecting a change or improvement in an aspect of one domain, there can be far reaching positive impacts on others, which cover all interdependent aspects of ageing well in Lincolnshire.

Whilst challenges are not insurmountable, we have the ability within LCC and across District Councils and 3rd sector organisations to prioritise specific focus areas to reasonably effect measurable impact. Within the eight domains, we can pick out some of the ‘sub-themes’ where if focussed efforts on improving opportunities were made, we could not only add years to life, but life to years.

Social isolation

In a rural county where experience of loneliness and isolation is likely to be greater, tackling social isolation through social participation and integration, through volunteering opportunities and intergenerational activity can prevent the onset of long-term conditions and reduce unnecessary utilisation of health and social care services.

RECOMMENDATION Link up, make accessible and promote the existing services that prevent social isolation among our older residents in Lincolnshire.

Transportation

Rurality and distance between local amenities or health care provision plays a major role in health outcomes, while at the same time increasing the potential burden on the delivery of stretched care services. Promoting affordable, accessible public transport infrastructure to enable better access to health care, and green and blue spaces, will link our most isolated communities and be fundamental in reducing health inequalities.

RECOMMENDATION Promote our subsidised travel hospital transport schemes and support the expansion of voluntary car schemes to improve access for our most isolated communities.

Digital inclusion

Whilst we expect issues with digital exclusion amongst our older communities to diminish, it is important to ensure the barriers to exclusion are understood and tackled. By utilising and building upon existing intelligence we can ensure 'excluded' communities are supported in the ways required to ensure they are not left behind in an increasingly digital world.

RECOMMENDATION Continue to support efforts for the expansion of broadband and digital connectivity across Lincolnshire. Promote the many services and schemes for our communities to become digitally aware and skilled.

Housing

As our population ages we inevitably need to consider whether housing provision is suitable and sufficient. By supporting older people to make informed decisions about where they live and how they can be supported to stay in their own home, if they choose to do so (through simple housing adaptations for example), this can have a lasting impact on healthy ageing.



RECOMMENDATION Continue to support our older residents to decide where they choose to live through our established offers.

East Lindsey has been recognised as a WHO healthy ageing area, showcasing the potential for positive outcomes when addressing the ageing agenda strategically. The local legacy of this initiative can serve as a model for other districts to learn from and potentially build upon. Sharing experiences and insights can foster collaboration among our services, leading to improved provisions and better outcomes for ageing populations across the nation.

RECOMMENDATION Utilise the DPH report as a precursor for a Lincolnshire State of Ageing Report and support our districts to develop baseline assessment of need.

Through reviewing literature within the context of Lincolnshire and using local intelligence we have illustrated that without the strategic direction to prioritise how we support older people to live healthy, active, productive and fulfilling lives in Lincolnshire, we will only be exacerbating the burden of ill health and reliance on an overburdened health and social care workforce. This is an increasing and ever-present consideration when accounting for the increases in population growth expected in the older population over the next 20 years. As ever, these challenges often have the greatest impact on the most vulnerable or hardest to reach residents, as a result intensifying health inequalities. By gaining a more insightful understanding of what it is like to age in Lincolnshire we can start enhancing and adapting our approaches to better meet the needs of the local population. Addressing the ageing agenda in Lincolnshire is a collective effort, and we are committed to working together with all our partners to create a healthier and more inclusive environment for our ageing population. By recognising the challenges and opportunities that lie ahead, we can build a brighter future for older residents.

13 Glossary

COPD – Chronic Obstructive Pulmonary Disease

The name for a group of lung conditions that cause breathing difficulties, it includes emphysema (damage to the air sacs in the lungs) and chronic bronchitis (long-term inflammation of the airways). Mainly affects middle-aged and older adults who smoke. (NHS)

Co-production This refers to a way of working, whereby everyone works together on an equal basis to create a service or come to a decision which works for them all, in the context of this report this would be older people collaborating with service commissioners. (Think Local Act Personal)

Digital Inclusion This covers three things:

Digital skills being able to use digital devices such as computers and the internet

Connectivity Access to the internet through broadband, wi-fi, and mobile

Accessibility Services designed to meet all users' needs, including assistive technology. (NHS Digital)

Disabled Facilities Grant (DFG) Means tested grant paid by local authorities to aid owners or tenants to adapt their accommodation. (Age UK)

Extra Care Housing Assisted living (also known as extra-care housing) is a type of 'housing with care' which means you retain independence while you're assisted with personal tasks. (Age UK)

Fuel Poverty Relates to households that must spend a high proportion of their income to keep their home at a reasonable temperature. It is affected by three factors: household income, fuel costs, and energy consumption which is often affected by poor energy efficiency of the dwelling. (House of Commons Library)

Mortality Death. (NIHR (National Institute of Health Research))

Pension Credit Pension Credit gives you extra money to help with your living costs if you're over State Pension age and on a low income. Pension Credit can also help with housing costs such as ground rent or service charges. (GOV.UK)

Population Health Management (PHM) PHM is a way of working to help frontline teams understand current health and care need and predict what local people will need in the future. This means that care and support can be tailored for individuals, and more joined-up and sustainable health and care services can be designed to make better use of public resources. (NHS England)

Protected Characteristic It is against the law (Equality Act, 2010) to discriminate against anyone because of age, gender reassignment, marital status, pregnancy or maternal leave, disability, race or ethnic origin, religion or belief, sex, and sexual orientation. (GOV.UK)

Social Prescribing An approach that connects people to activities, groups, and services in their community to meet the practical, social, and emotional needs that affect health and wellbeing. Referrals come from local agencies, charities, social care, and health services such as GPs. (NHS England)

Supported Housing Accommodation which is provided alongside support, supervision or care to help people live as independently as possible in the community. (Dept. For Levelling Up, Housing & Communities)

World Health Organization (WHO) The World Health Organization is the United Nations agency dedicated to the well-being of all people and guided by science, that leads and champions global efforts to give everyone, everywhere an equal chance to live a healthy life. (WHO)

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Introduction

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Open Report on behalf of Andy Gutherson, Executive Director - Place

Report to:	Executive
Date:	05 December 2023
Subject:	Energy Infrastructure Position
Decision Reference:	I030807
Key decision?	No

Summary:

This report recognises that there are, and will continue to be, a large number of energy investment projects planned for Lincolnshire which will fall into the category of Nationally Significant Infrastructure Projects (NSIP) under the Planning Act 2008.

Although each major energy investment project decision is taken by the secretary of state, under advice from the Planning Inspectorate the Council has a role laid down in statute including the preparation of a Local Impact Report including any proposals for requirements or conditions to be included in any Development Consent Order.

The Report sets out proposals for the principles that should be applied by the Council in responding to any application that is made based on those elements of planning policy - notably the Lincolnshire Waste and Minerals Plan - which has a clear policy commitment to protect Lincolnshire's high quality agricultural land (Grades 1, 2 and 3a) along with other policies to protect the environment and the amenity for residents of the County.

The Report also sets out a proposed Framework for use by the Head of Planning in negotiating community benefits arising out of such projects.

Recommendation(s):

1. That the Executive approves the principles set out in section 2 of the Report using the existing Local Plan policy framework including the need to protect best and most versatile agricultural land to guide the Council's response to Nationally Significant Infrastructure Project proposals in Lincolnshire under the Planning Act 2008.
2. That the Executive approve the Framework set out in section 3 of the Report to guide the negotiation of community benefits from developers in connection with Nationally Significant Infrastructure Projects in Lincolnshire.
3. That the Executive re-affirms the position set out in the Council Position Statement in respect of on-shore wind farm proposals approved on 19 February 2021.

Alternatives Considered:

That the Council does not adopt principles based on existing planning policy to make representations to the Planning Inspectorate about NSIPs in Lincolnshire.

Although the Council is responding in its capacity as a County Council and not purely as a local planning authority in assessing the impact of proposals in its area, existing planning policy already reflects current impact assessments. Also the decisions of the Secretary of State will be making decisions on NSIPs within a planning context and responses set within a planning policy framework will be likely to carry increased influence within that decision-making process.

Recommendation 3 recognises that Council has already adopted a position statement on onshore wind farm proposals.

That the Council does not adopt a Framework for negotiating community benefits with developers of NSIPs in Lincolnshire.

This would leave the Council potentially negotiating benefits in an ad hoc manner without reference back to the priorities of the Council.

Reasons for Recommendation:

By adopting the recommendations, LCC will be able to make strong representations about Nationally Significant Infrastructure Projects which will be considered fully by the Secretary of State.

By adopting the proposed framework in the paper, LCC will be able to negotiate effectively for developer contributions in a way which ties back to Council priorities.

1. Background

Nationally Significant Infrastructure Projects (NSIP) are determined by Secretary of State following the management of the process by the Planning Inspectorate (PINS) and the legislative framework for these decisions are based in planning legislation, policy and law. Lincolnshire County Council is a consultee to any application, but the decision does not rest with the council so it is important that the representations made will stand up to effective scrutiny and challenge.

Section 1 - Onshore wind

On 5 September 2023 Government announced changes to how onshore windfarm proposals could be implemented with community support. These changes included:

- Streamlining the planning process;
- Broadening ways for identifying new sites;
- Speeding up the process for allocating new sites.

The Government have made these changes to address energy security and develop a greener economy. They have confirmed developments will proceed where there is community support.

Communities will be able to bring forward proposals for onshore wind – planning policy will be changed to make clear onshore wind developments can be identified in several ways rather than through local plans. This includes through Local Development Orders and Community Right to Build Orders.

The revisions to policy will state that councils should consider the views of the whole community, rather than a small minority, when considering a planning application. This includes addressing the planning impact of onshore wind projects as identified by local communities.

On 19 February 2021 Council passed a motion re-affirming the wind farm position statement that had been approved in 2013 with some changes:

“We reaffirm our support for the 2013 Wind Energy Position statement and accordingly amend it thus:

- a) The Council responds to all revising local plans and suggests that Paragraph 154(b) of the NPPF is made explicit in all local plans - that majority community support must be demonstrated before any development is passed;*
- b) As a council we object to all applications for on-shore wind turbines, other than for small scale (1-2 turbines), which are specifically linked to development and business sustainability issues and subject to them complying with all other planning policy considerations;*
- c) This council recognises the importance of our landscape and big open skies as a significant economic driver for our Visitor economy and for the role of the RAF in the County and this must be protected for future generations to enjoy and use.”*

The change in emphasis from Government on how sites will be identified and individual planning applications considered does not change the validity of this position from the Council.

In providing responses to any applications that are submitted, regard should be had to the health implications and therefore internal engagement will be made with public health colleagues in responding to proposals.

Section 2 – Responding to NSIPs

As referred to above the Council is a consultee in relation to NSIPs but not the decision-maker. NSIPs cover a range of potential developments including solar farms and other energy related infrastructure e.g. cable routes, pylons.

The Council has a formal role in the statutory process governing the consideration of NSIPs including responsibility for the development of a Local Impact Assessment and inputting into the terms of any Development Consent Order.

Existing Local Plan policies across Lincolnshire have been tested through the statutory processes for Local Plan production including an examination in public to ensure they meet the test of soundness. Local concerns and issues relating to the acceptability of NSIPs can be assessed against these policies and the stated objectives of the protection of Lincolnshire's key environmental, social, economic and community addressed.

It is proposed that a council position should be that the council believes that all new buildings – unless there are good reasons not to - should have solar panels and other measures as a matter of course. Solar panels should be installed as a priority on rooftops, car parks, and new builds rather than on agricultural land.

All new energy sources need to be connected to the grid, and this creates a risk. The proposed council position should be that the council's view is that any cabling required should be underground unless connecting to an already existing overhead line. New Grid infrastructure should be predicated on underground first, or on existing routes. The council's position should be that it does not support any new overhead pylon lines which impact on the county and its vitally important landscapes. The council should be prepared to explore with developers any new technologies such as smart grids which address the need for energy whilst being sensitive and suitable to the natural environment.

The Agricultural Land Classification (ALC) system classifies land into five grades with Grade 3 subdivided into 3a and 3b. Best and most versatile agricultural land is defined as Grades 1, 2 and 3a. Lincolnshire has a high proportion of best and most versatile agricultural land, which is the basis for its prosperous agricultural industry. The NPPF states that local planning authorities should take into account the economic and other benefits of the best and most versatile agricultural land. Where significant development of agricultural land is demonstrated to be necessary, local planning authorities should seek to use areas of poorer quality land in preference to that of higher quality.

This approach would enable the starting point for our considerations to be an objection to any proposals on Grade 1,2 and 3a land. Consideration could be given to the merits of limited direct development on Grade 3b land subject to the other policy based consideration. For example, ancillary development on Grade 3b land to support a scheme that is not being delivered on best and most versatile land may be appropriate and acceptable.

The available evidence confirms the strategic importance of the agricultural sector to Lincolnshire and to the UK's economy. The importance of the agriculture sector to the national economy is strong, but there are often conflicting figures used to demonstrate that strength. For the purposes of consistency the latest DEFRA Agricultural Survey (released July 2022) shows:

- Arable land makes up 84% of the total farmed area in Lincolnshire; 382,636 hectares. Nationally only 46% of farmed area is designated as arable.

- Of this, cereals dominate the total farmed land (272,250 hectares). The area of land farmed for cereals in Lincolnshire has increased by 10% over the past decade.
- Prime arable land is highly valuable, at £11,000 per acre
- Greater Lincolnshire plays a significant role in the food security of the nation, growing:
 - 11% of all wheat
 - 9% of all spring barley
 - 7% of all 'other' cereal crops
 - 12% of all potatoes
 - 18% of all sugar beet
 - 22% of all peas and beans
 - 26% of all other veg and salad; and 24.5% of all open grown veg

The Council should use the protection of agricultural land as a starting point for the consideration of the acceptability of NSIP proposals that includes significant land take. This can be cross referenced with the local environmental, landscape, historic and community impacts to ascertain if there is any justification to over-ride the loss of the agricultural land. The final consideration would then be to consider the cumulative impact arising from proposals recognising the potential significant impact of numerous developments within the same vicinity.

Section 3 - Seeking community benefits

Whilst objections may be made against proposals there is still the potential to seek to negotiate community benefit should a Development Consent Order (DCO) be granted by the relevant Secretary of State.

Set out below are some areas where community benefit could potentially be achieved from NSIPs in the Council's area. This would not preclude the council objecting to an application but the considerations outlined below would provide a framework for the Council to seek community benefit from those investments by identifying priority areas where the Council would seek community benefits and the issues which such community benefits would be designed to address.

It should be noted that analysis commissioned by the council demonstrates that current energy capacity throughout the county is stretched, and that any further housing or commercial growth could lead to problems with energy supply.

Energy and the environment

The council has agreed its Green Master Plan which describes the priorities to be followed in achieving the council's commitment to being net carbon zero by 2050. The Green Master Plan's third guiding principle is to take responsibility and pride - in particular causing no harm to the environment and where possible enhancing it. It should also be noted that the government's Environment Bill proposes a focus on "re-use" rather than "recycle" strategies which in turn could lead to reduced levels of household waste being processed by the Energy from Waste plant.

Nonetheless, it is expected that the type of major business who might be interested in relocating to places like Teal Park in North Hykeham are likely to seek clean energy solutions. Therefore, there is the possibility that heat from the Energy from Waste plant could be used to support businesses' clean energy credentials - this is likely to only be attractive to the biggest investors who are creating a new factory or leisure facility because of the high cost of retrofitting existing buildings which are using gas.

Lincolnshire has one of the highest number of anaerobic digestion plants in the country, as well as a biomass power station in Sleaford (plus a similar facility in neighbouring Brigg). As well as feeding the national grid, and in some cases like Hemswell providing the opportunity to supply power to local business networks, there is evidence that bio-fuel from anaerobic digestion can be used to power vehicles but the infrastructure is not there in terms of bio fuel stations to make such vehicles viable yet.

Energy and growth

Lincolnshire, like many other rural counties, suffers from having less utility infrastructure than in more populated areas. This is particularly the case in terms of energy, and there are notable examples of allocated employment land whose growth is constrained by a lack of power and in some cases this has led to businesses leaving the county with the obvious knock-on effect on jobs. Similarly, there are examples of residential developments which appear unviable due to a lack of energy, and whilst this hinders growth and housing availability the viability also affects the council's own ability to ask for s106 contributions from developers for roads, education, fire etc investment.

One other important aspect of energy and growth is that other providers of utility infrastructure - whether broadband, electric vehicle charging points, or flood prevention/water recycling - are highly dependent upon reliable sources of energy. The provision of energy to growth schemes is only part of the equation; the provision of energy to other utilities is also critical in achieving the council's ambitions.

Energy and the future (housing)

National policy requires a shift to decarbonised heat and transport networks across the UK. As a county we have particular challenges in terms of existing energy infrastructure. Limited gas networks will limit the future reach of hydrogen (potential to repurposes the gas grid). Many households are wedded to oil systems due to rurality. The current picture means that a higher proportion of homes in Lincolnshire are classed as being in fuel poverty (11.8%) compared to the national average (10.2). Electrification of heat networks will form a large part of the transition but the current energy balance and pricing structure means that the investment in electric based systems is not fiscally enticing at this juncture – even with grants. This problem is exacerbated in poor housing stock, which the statistics above demonstrate is prevalent in Lincolnshire, and it has been raised with government as a significant risk by the Association of Directors of Adult Care.

Energy and investment

The energy sector provides jobs and investment. Lincolnshire is bordered on 3 sides by corridors of energy generation: the Trent Valley, the Humber Bank and the Coast.

North and North East Lincolnshire Councils are part of The Energy Estuary which has a particular focus on benefitting from its huge petro-chemical industry and on capturing the carbon which is a byproduct of those industries. The area is undoubtedly a world leader, but research shows that supply chain and job opportunities in the area do not trickle down through the whole of the county. Nonetheless there could be an advantage to be gained from working collaboratively with the two councils on this subject.

Lincolnshire's own energy sector is not as strong as that of the Humber, but it is nonetheless important and it should be recognised that jobs in the energy sector are more productive, and better paid, than many in the national economy. The sector employs around 5700 people, is worth around £600m GVA, and forecasts growth of 5.5%. Lincolnshire's own specialism is in the manufacture of energy products/services but the county also has several power stations, including one which is mothballed at Sutton Bridge and two in Spalding, one of which is being promoted by government for international investment in battery storage. The sector provides significant opportunities for investment which in turn could provide high quality jobs; it is uncertain whether young people in Lincolnshire are aware of the opportunities in this sector and whether they can access the right advice/training.

Fuel Poverty

There is significant evidence of the levels of fuel poverty in parts of the County and the impact that this has on public health and quality of life for Lincolnshire residents.

In those communities directly affected by the impact of development proposals it would be legitimate to seek investment in the fabric of individual properties in respect of insulation and energy saving measures to help address these issues.

Using this framework would enable the Council to consider which community benefits to seek as part of negotiations with the promoters of NSIPs, and could enable the Council to link community benefit negotiations together to achieve a bigger and wider impact.

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.

This report makes recommendations which follow from the Council's Minerals and Waste local plan. A full equality impact assessment was carried out in the production of this local plan, and the findings of that EIA are relevant to the recommendations in this report

Joint Strategic Needs Assessment (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 and Wellbeing Strategy (JHWS) in coming to a decision.

The Joint Strategic Needs Assessment identified that access to affordable energy is one of the determinants of a community's health. In the framework for developer contributions this paper identifies that fuel poverty should be addressed as a potential financial

contribution from developments and therefore the recommendation directly addressed on of the priorities in the JSNA

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.

This paper makes recommendations relating to the council's position on planning applications, it does not make recommendations about the direct provision of a service. As such, the recommendations are neutral to crime and disorder.

3. Conclusion

In summary, this report recognises that decisions relating to Nationally Significant Infrastructure Projects will be taken at national level, but it proposes a set of positions that the council might take which are rooted in planning legislation and which will carry some weight with the Planning Inspectorate. It also proposes a framework by which the council can negotiate community benefits from any applications which The Planning Inspectorate might approve.

4. Legal Comments:

The Council has a statutory role to play as a consultee in the Nationally Significant Infrastructure process including to identify local impacts. Such developments also provide the opportunity to see community benefits.

Responding to such projects is an executive function and the Report proposes principles and a framework to be used in guiding the Council's responses.

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

5. Resource Comments:

Accepting the recommendations within this report, should have no significant impact on the council's budget.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This report has not been considered by a scrutiny committee.

d) Risks and Impact Analysis

As detailed in the body of the report

7. Background Papers

The following background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

Background Paper	Where it can be viewed
Minutes of Council meeting dated 19 February 2021	https://lincolnshire.moderngov.co.uk/documents/g5729/Printed%20minutes%2019th-Feb-2021%2010.00%20Council.pdf?T=1

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