

Our communities are safe and protected

Commissioning Strategy	Outcomes	Measures	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/2017
Protecting the public The purpose of this commissioning strategy is to create an environment that enables the people of Lincolnshire to succeed and prosper, to ensure the public feel protected and secure and that those that are most vulnerable are safeguarded.	The public are protected from unsafe and dangerous goods	1. Illicit alcohol and tobacco seized per operation Number of illicit alcohol and tobacco products removed from the market per premises during targeted operations. Products include: . Illicit alcohol and tobacco includes counterfeit, non-duty paid, unsafe, incorrectly labelled, and other illicit brands.	116.3 average number of products	In 2015/16 reported annually in Q4	116.3 average number of products
		2. Unsafe goods removed from the market An 'unsafe good' is any product that does not conform to European and/or UK safety standards and regulations or does not meet the definition of a safe product in the General Product Safety Regulations 2005. There are many types of product that could be unsafe and would be the responsibility of Trading Standards and this includes electrical items, cosmetics, clothing, furniture, toys, and Novel Psychoactive Substances (Legal Highs). These figures are dependent on successful legal process, meaning forfeiture or surrendering of the products.	2,597 products	In 2015/16 reported annually in quarter 4	2,597 Products at end March 2017
		3. High risk premises inspected by Trading Standards This is a count of the number of premises that are categorised as 'High risk' that have been inspected by Trading Standards. A 'High risk' premises is one that has been categorised as such by the Food Standards Agency, DEFRA, and the Better Regulation Delivery Office as requiring an annual compliance visit based upon an assessment of the risk posed to the public.	216 premises	In 2015/16 reported annually in quarter 4	263 premises
		4. Crimestopper reports received from the public This is a count of the number of intelligence reports received from the public through Crimestoppers, a partnership between the Police, the media, and the community to tackle crime. Reports to Crimestoppers from the public are shared with Trading Standards where appropriate.	50 reports recieved	11 reports recieved	50 reports recieved
		5. Alcohol related anti-social behaviour incidents This measure is a count of Police recorded Anti-Social Behaviour incidents. An Anti-Social Behaviour incident is classed as alcohol-related if it fulfils one these criteria: Where alcohol has been identified as contributing to the incident, the incident is classed as either 'street drinking' or 'drunken behaviour' or the caller's initial description of the incident contains the words 'drunk', 'drink', 'alcohol', 'intoxicated', or 'urinate'.	3,272 incidents	1,919 incidents	Decrease by 5% on 2015/16 year end outturn
		6. Alcohol related violent crime incidents This measure is a count of all Home Office notifiable violence against the person offences (excluding 'no crimes') where alcohol is identified as contributing to the incident. Violence against the person offences includes all assaults apart from sexual offences.	1,330 incidents	832 incidents	Decrease by 5% on 2015/16 year end outturn
	Increase public confidence in how we tackle domestic abuse	7. Reported incidents of domestic abuse This measure is a count of all incidents reported to the Police where a Domestic Abuse Stalking and Harassment (DASH) risk assessment was completed. These risk assessments are performed in all incidents that meet the government's definition of domestic abuse.	10,761 incidents	5,093 incidents	Increase by 3% on 2015/16 year end outturn
		8. Domestic homicides A Domestic Homicide is identified by the Police and refers to when someone has been killed as a result of domestic violence.	It is not appropriate to set a target for this measure	1 incident	It is not appropriate to set a target for this measure
		9. Repeat referrals to the Multi-Agency Risk Assessment Conference (MARAC) The MARAC is a meeting where key agencies formulate action plans to help protect victims of domestic abuse who are at a high risk of murder or serious harm. Local agencies refer high risk victims to MARAC following completion of a Domestic Abuse Stalking and Harassment (DASH) risk assessment. Following being heard at MARAC, if within 12 months there is a further serious incident reported to the police or a	This is a contextual measure.	Not reported in Q2	1% reduction on 2015/16 year end outturn

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		disclosure received by any of the agencies the victim is to be referred back to the MARAC as a 'repeat'. This measure is a count of repeat referrals to MARAC expressed as a percentage of the total MARAC referrals on a rolling 12 month basis. Although this measure is used as a proxy for repeat victims of domestic abuse, it does not provide a full or accurate picture of repeat victimisation. MARAC covers high risk domestic abuse victims who account for less than 8% of all reported incidents of domestic abuse. This disproportion means that there are likely higher numbers of repeat victims than can be detected in the MARAC data.			
		10.Domestic abuse reoffending Cohort participating in the Domestic Abuse perpetrators programme	Performance not previously reported as although a new measure in the 2015/16 Council Business Plan low level of participation meant reporting figures was not meaningful		Less than 30% of the cohort on the Domestic Abuse perpetrators programme
	Reduce the number of people killed and seriously injured on Lincolnshire's roads	11. People killed and seriously injured in road traffic collisions Data is reported by calendar year, with 3 month (1 quarter lag)	It is not appropriate to set a target for this measure	102 casualties April – June 2015	It is not appropriate to set a target for this measure
		12. Children killed or seriously injured in road traffic collisions Data is reported by calendar year, with 3 month (1 quarter) lag		5 casualties April – June 2015	
	Reduce adult reoffending	13. Satisfaction with responses to crime and anti-social behaviour This measure helps demonstrate our achievement against Section 17 of the Crime and Disorder Act 1998 "Duty to consider crime and disorder implications" which sets out the requirement for Local Authorities to work in partnership with relevant agencies " ...to do all that it reasonably can to prevent crime and disorder in its area". Satisfaction that the Police and Local Council are dealing with anti-social behaviour and crime issues is a measure of successful multi-agency response in Lincolnshire.	62% satisfaction	Reported annually in Q4	Exceed the national average year end outturn
		14. Adults Reoffending This is a measure of adult reoffending rates over a 12 month rolling period. Offenders who are formally informed by Lincolnshire Police that they will be recorded as being responsible for committing a crime over a 12 month period are included in the numerator. The denominator is then the number of those offenders who commit another offence in Lincolnshire during a 12 month follow-up period that leads to the offender being informed by the police that they will be recorded as being responsible for the crime.	25.4% reoffending	Performance not reported in Q2 as the methodology is under consultation with the Reducing Offending Strategic Management Board	Decrease by 2% on 2015/16 year end outturn
	Reduce the number of young people committing a crime	15. Juvenile first time offenders The First Time Entrant (FTE) measure is a rate per 100,000 of 10-17 population in Lincolnshire. However, for this purpose we are reporting the actual number of young people, rather than the rate. A lower number is a sign of good performance.	278 Oct 2013 – Sept 2014	258 July 2013 – June 2014 (Latest data from the Youth Justice Board)	203 July 2016 – June 2017 Target based on Midlands Regional Average for the period July 2013 – June 2014
		16. Victim Engagement This measure counts the number of victims who were asked to participate in an initial Referral Order Panel, how many actually attended.	25%	New measures in 2015/16 reported annually in Q4	25%
		17. Victim satisfaction with Lincolnshire Youth Offending Service This measure counts the number of satisfied victims of youth offending who were asked for an opinion regarding the service they received from Lincolnshire Youth Offending Service.	80%	New measures in 2015/16 reported annually in Q4	80%

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	Reduce fires and their consequences	18. Juvenile re-offending This measure counts the number of young people aged 10 to 17 who commit a proven offence in a rolling 12 month period following previous involvement with Lincolnshire Youth Offending Service.	29.2% Reoffending in Jan – Dec 2014	32.2% Reoffending in Jan - Dec 2014 (latest data from the Youth Justice Board)	34.8% Reoffending in Jan Dec 2015 (latest data from the Youth Justice Board) Target based on Midlands Regional Average reoffending in Jan 2014 Dec 2014
		19. Primary fires Primary fires are fires in buildings, vehicles and outdoor structures, fires including casualties or rescues, or fires attended by five or more fire engines.	140.3 per 100,000 population 1,017 fires	82.43 per 100,000 population 603 fires	133.38 per 100,000 population 976 fires
		20. Fire fatalities in primary fires This measure counts the number of fatalities from primary fires where the Fire Service attended (per 100,000 population).	It is not appropriate to set a target for this measure	0.55 per 100,000 population 4 fatalities	It is not appropriate to set a target for this measure
		21. Deliberate primary fires This measure counts the number of incidents of fires involving property; and/or casualties, fatalities or rescues; and/or five or more pumping appliances where the Fire Service attended & determined that the cause of the fire was deliberate/malicious intent (per 10,000 population).	3.33 per 10,000 population 241 fires	1.76 per 10,000 population 127 fires	3.33 per 10,000 population 243 fires
		22. Deliberate secondary fires This measure counts the number of incidents of fires:- not involving property; were not chimney fires in buildings; did not involve casualties, fatalities or rescues; were attended by four or fewer pumping appliances where the Fire Service attended and determined that the cause of the fire was deliberate/malicious intent (per 10,000 population).	3.35 per 10,000 population 243 fires	2.58 per 10,000 population 162 fires	3.35 per 10,000 population 245 fires
		23. Looked after children This measure counts the number of looked after children per 10,000 population aged under 18.	656 children 45 per 10,000 population under 18	673 children 47.8 per 10,000 population under 18	656 children 45 per 10,000 population under 18
Children are safe and healthy The purpose of this commissioning strategy is that children growing up in Lincolnshire are safe and healthy. We think this can be achieved by children growing up in homes where they feel safe and are supported to make decisions to live a healthier life.	Children are safe and healthy	24. Children who are subject to a child protection plan A child protection plan is a plan drawn up by the local authority. It sets out how the child can be kept safe, how things can be made better for the family and what support they will need.	340 children 24 per 10,000 population under 18	339 children 24.1 per 10,000 population under 18	340 children 24 per 10,000 population under 18
		25. Average time taken to move a child from care to an adoptive family This measure counts the average number of days between the child entering care and moving in with their adoptive family.	450 days	427 days	430 days
		26. Average time taken to match a child to an adoptive family This measure counts the average number of days between the local authority receiving the court order to place a child and the local authority deciding on a match to an adoptive family.	200 days	197 days	200 days
		27. People report they feel safe This measure reflects the extent to which users of care services feel that their care and support has contributed to making them feel safe and secure. This is reported	94%	Reported annually in Q4	94%
Safeguarding adults The purpose of this	Safeguarding adults whose circumstances make them vulnerable, protecting them from avoidable harm				

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commissioning strategy is that vulnerable adults' rights are protected so that everyone can live safely and free from abuse and neglect.	and acting in their best interests where they lack capacity	from the annual statutory Adult Social Care Survey.			
		28. Safeguarding cases supported by an advocate This measure identifies the proportion of concluded safeguarding enquiries, where the person at risk lacks capacity and support was provided by an advocate, family or friend.	100%	100%	100%
		29. Safeguarding referrals where the source of risk is a service provider This measure records the proportion of safeguarding referrals where 'source of risk' is a 'service provider'	16%	3% Latest data provided by the service	16%
		30. Adult safeguarding reviews where risk was reduced or removed This measure records the proportion of completed (and substantiated) safeguarding referrals where the risk was reduced or removed. Note: This measure definition will need to be amended in 2016/17 as the conclusion (i.e. substantiated or not) will no longer be a requirement of the statutory return.	60%	78.9% Latest data provided by the service	60%

The health and wellbeing is improved

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Wellbeing The purpose of this commissioning strategy is to improve the health and wellbeing of people in Lincolnshire. We think this can be best achieved when people are supported to be independent, make healthier choices and live healthier lives.	People are supported to live healthier lifestyles	31. People referred for alcohol treatment completing treatment in a planned way This measure tracks the percentage of people who leave alcohol treatment in a planned and successful way. (The wider impacts on society are measured by alcohol influenced antisocial behaviour and violence in Protecting the public commissining strategy – see page 1).	60%	67.53% April – June 2015 Q1 104 clients successfully completed treatment	60% Unable to provide a number of clients successfully completed treatment as the denominator varies each quarter.
	Older people are able to live life to the full and feel part of their communities	32. People receiving support from the Wellbeing Service to maintain their independence through telecare, small aids and adaptations to their home This measure records the percentage of people who cited needs linked to aids and adaptations had their needs met by the Wellbeing Service.	90%	87.31% April – June 2015 Q1 289 people received support	85% Unable to provide a number of people who cited their needs were met as the denominator varies each quarter.
	Peoples' health and wellbeing is improved	33. People aged 40 to 74 offered and received an NHS health check	55%	58%	55%

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		Cumulative percentage of eligible population aged 40-74 offered an NHS health check who received an NHS health check between 2013/14 to 2017/18)			
		34. Chlamydia diagnoses (per 100,000 15-24 year olds) Crude rate of chlamydia diagnoses per 100,000 young adults aged 15-24 based on their area of residence. This measure is reported with a 6 month (2 Q lag)	2,127	1,692 Jan – Mar 2015 Q4	2,127 (for data relating to Apr 2015 - Mar 16) 2,045 (for data relating to Apr 2016 - Mar 17)
Community resilience and assets The purpose of this commissioning strategy is for communities in Lincolnshire to be resilient. We think this can be best achieved when people and communities have the information they need to come together, solve the problems they face and build the county they want.	Enable and encourage people to participate in Lincolnshire's culture	35. Contact with the heritage service either in person, on the phone, by email or via the website	4,500,000	2,720,373	4,800,000
		36. Number of visits to Core Libraries and Mobile Library services	We do have library measures, but they are not quite the same as the ones our new supplier has agreed, so an exact like for like comparison is not possible. The requirement is for a percentage improvement throughout the contract period and baseline figures will be agreed.		
		37. Number of visits to library website			
		38. Number of hours of community use This measures the number of community spaces booked in libraries; the number of activities offered in libraries and the number of people attending activities and scheduled events for Tier 1 and Tier 2 libraries and Community Hubs.			
	Communities and residents are supported to be involved in local decision making and have their views taken into account	39. Voluntary and community groups/organisations actively supported by Voluntary Sector infrastructure organisations in Lincolnshire	2,000	1,711 cumulative	2,000
	Make a positive difference for our communities	40. We want to make a positive difference for our communities. When we review or introduce a new policy or activity, commission, begin a new project, decommission or help communities to do things for themselves, we will always assess the impact on people with protected characteristics. This analysis helps us to make informed decisions. This is an activity and progress will be published on LCC connects as part of publishing our equalities objectives such as our community engagement strategy and volunteer strategy	N/A as activities		
Readiness for adult life The purpose of this commissioning strategy is for all young people to be prepared and ready for adult life.	Young people are supported to reach their potential	41. Young People Not in Education, Employment or Training This measure counts the number of young people no longer in the education system and who are not working or being trained for work.	5%	2.47%	3.5%
		42. Achievement gap between disadvantaged pupils and their peers at key Stage 4 Disadvantaged pupils that achieve at least 5+ A*- C GCSEs including English and Maths compared to all the other pupils. Disadvantaged pupils are defined as Looked After Children and children eligible for free school meals.	27% Summer 2015	Reported annually in quarter 4 Provisional data 32.3%	29%
		43. Pupils aged 16 – 18 participating in learning This measures young people aged 16, 17 and 18 who are in:-	85%	73.18%	87%

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		Full time education or training; Apprenticeship; Employment combined with training.			
		44. 16 year olds participation in learning This measures young people who go into:- Full time education or training; Apprenticeship; Employment combined with training; Working towards participation age 16.	97%	82.6%	98%
		45. 16-18 year old Looked After Children participating in Learning This measures young people recorded as being Looked After Children at the end of the reporting period and will not take into consideration the length of time that they have been in local authority care.	85%	67.44%	85%
		46. Care Leavers in Suitable Accommodation A care leaver is a young person who reaches the age of 18 who had been in local authority care.	90%	93.1%	90%
Readiness for school The purpose of this commissioning strategy is for all children to get the best possible start in life so that they are ready to learn when they start school.	There is a secure foundation for all children to progress through school and life	47. Achievement at a good level of development in the Early Years Foundation Stage Children achieving at least the expected level in the Early Learning Goals in the prime areas of learning and in specific areas of literacy and maths.	69%	Reported annually in quarter 4 Provisional data 68.2%	70%
		48. Achievement gap between disadvantaged pupils and their peers at Foundation stage This measure reports the percentage gap in achievement between:- The lowest 20 per cent of achieving children in a local authority compared to the average score across the local authority. The gap is calculated from unrounded percentage	26%	Reported annually in quarter 4 Provisional data 29.4%	25%
Specialist Adult Services	Enhanced quality of life and care for people with learning disability, autism and or mental illness	49. Adults with a learning disability or autism who live in their own home or with their family The measure shows the proportion of all adults with a learning disability who are known to the council, who are recorded as living in their own home or with their family.	75%	73%	75%
		50. Adults in contact with secondary mental health teams living independently Proportion of adults in contact with secondary mental health services living independently, with or without support. (Section 75 arrangement with Health)	55%	56%	60%
		51. Adults who receive a direct payment Proportion of adults supported in the community who receive a direct payment (for adults receiving learning disability or mental health services provided or commissioned by LCC).	47%	47%	50%
		52. Adults who have received a review of their needs This measure ensures adults currently supported in the community or in a residential / nursing placement are reassessed annually (for adults receiving learning disability or mental health services provided or commissioned by the County Council).	95%	48%	95%
	People have a positive experience of care	53. Overall satisfaction with care and support This is a subset of the national Adult Social Care Outcomes Framework 3A measure which comes from the statutory Adult Social Care Survey, and gauges the satisfaction of adults with a learning disability or mental health illness receiving services from or commissioned by the County Council.	81%	Reported annually in Q4	81%
Carers	Carers feel valued and respected and	54. Carers who receive a direct payment	70%	55.6%	70%

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The purpose of this commissioning strategy is to help carers build resilience in their caring role and to prevent young carers from taking on inappropriate caring roles, protecting them from harm. Carers should have appropriate access to support which enables them to improve their quality of life and help prevent crisis.	able to maintain their caring roles	This measure reflects the proportion of carers who receive a direct payment.			
		55. Carer reported quality of life This is a composite measure which combines individual responses to 6 questions measuring different outcomes related to overall quality of life. These outcomes are mapped to six domains:- occupation, control, personal care, safety, social participation and encouragement and support. Scored out of a maximum of 12. (Survey every 2 years)	Biennial measure (reported in 2016/17)		7.9
		56. Carers included or consulted in discussions about the person they care for This measures responses to the question in the Carers Survey "In the last 12 months, do you feel you have been involved or consulted as much as you wanted to be, in discussions about the support or services provided to the person you care for?" (Survey every 2 years)	Biennial measure (reported in 2016/17)		71%
		57. Carers supported to delay the care and support for the person they care for This measure identifies the proportion of all carers supported where the adult(s) they care for do not receive care and support services from Adult Care.	75%	74%	75%
		58. Carers who find it easy to find information about services The relevant question is drawn from the Carers Survey "In the last 12 months, have you found it easy or difficult to find information and advice about support, services or benefits? Please include information and advice from different sources, such as voluntary organisations and private agencies as well as Social Services" (Survey every 2 years)	Biennial measure (reported in 2016/17)		65% The target is based on the outturn in the 2014/15 survey which was good performance regionally.
		59. Carers supported in the last 12 months per 100,000 The total number of carers supported over the last 12 months with direct and indirect care (personal budgets, commissioned services, information and advice to the carer and respite for the person cared for).	1,271 per 100,000 7,500 carers	1,417 per 100,000 8,361 carers	1,440 per 100,000 8,500 carers
Adult frailty, long term conditions and physical disability The purpose of this commissioning strategy is for the most vulnerable individuals to feel safe and live independently. We think this can be achieved by eligible individuals receiving appropriate care and support, with greater choice and control over their lives.	People are supported to remain independent and at home	60. Permanent admissions to residential and nursing care homes aged 65+ The number of admissions of older people to residential and nursing care homes relative to the population size (65+). This is a national Adult Social Care Outcomes Framework measure 2Aii	982 admissions 599 per 100,000	432 admissions 263 per 100,000	982 admissions 599 per 100,000
		61. Requests for support for new clients, where the outcome was universal services/ signposting This measure demonstrates that the:- Customer Service Centre (CSC); Field Work Team; and Emergency Duty Team (EDT) is able to effectively screen people and signpost to the appropriate agencies without the need for funded social care support.	67%	64% Latest data provided by the service	67%
	The quality of life for the most vulnerable people is improved	62. People using the service with control over their daily life This measure is drawn from the Adult Social Care Survey question 'Which of the following statements best describes how much control you have over your daily life?' (Annual survey)	81%	Reported annually in quarter 4	81%
		63. Adults who receive a direct payment This measure reflects the proportion of all adults supported in the community who receive a direct payment.	34%	27% Latest data provided by the service	34%
	People have a positive experience of	64. Delayed transfers of care from hospital This measure reports the impact of hospital services (acute, mental health and non-	2.5 per 100,000 population	2.9 per 100,000 population	2.5 per 100,000 population

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	care and support	acute) and community based care in facilitating timely and appropriate transfer from all hospitals for all adults. This measure reflects the number of delayed transfers of care which are attributable to social care services or jointly to social care and the NHS. A delayed transfer of care occurs when a patient is ready for transfer from a hospital bed, but is still occupying such a bed. (Rate per 100,000 population)		Latest data provided by the service	
		65. People in receipt of long term support who have been reviewed Lincolnshire County Council has a statutory duty to assess people with an eligible need and once the person has a support plan there is a duty to reassess their needs annually. This measure ensures people currently in receipt of long term support or in a residential / nursing placement are reassessed annually.	89%	46.9%	89%

Businesses are supported to grow

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Learn and achieve	Improve educational attainment for all pupil	66. Education, Health and Care Plans for children with special educational needs and disabilities completed within 20 weeks	100%	Annual Measure reported in Q4	90%
		67. Permanent exclusions This measures the number of permanent term exclusions in all schools (primary, secondary, special schools, academies and maintained schools), divided by the school population and is measured annually by academic year. The exclusions in academic year 2015/16 will not be impacted by the work of the Behavioural Outreach Support Service (BOSS) as the BOSS has only recently been set up. The BOSS will have an impact on 2016/17 and 2017/18 academic years, which will be reported in 2017/18 and 2018/19.	New measure for Council Business Plan 2016/17	Latest provisional data for academic year September 2013-July 2014 15%	Academic year September 2015-July 2016 15% (which equates to around 208/209 children)
Sustaining and growing business and the economy	Jobs created as a result of the Council's support	68. Jobs directly created by county council economic development schemes	758	690	70 ¹
		69. Businesses supported by the Council	350	525	654
		70. Qualifications achieved by Adults Number of qualifications achieved (Skills programmes, vocational training programmes, adult and community learning) through programme support by the council.	902	796	630
	The purpose of this commissioning strategy is for businesses in our most important sectors to be developed, to encourage investment in Lincolnshire and help to train people so that there is a skilled workforce to whom businesses can offer quality jobs.	71. External funding attracted to Lincolnshire Amount of external funding attracted to Lincolnshire (including Greater Lincolnshire Local Enterprise Partnership and European Union funding programmes) by the council.	£54,800,000	£0	£15,000,000 ²

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Protecting and sustaining the environment The purpose of this commissioning strategy is an environment that supports economic growth. We think this can be best achieved when the environmental opportunities for investment are emphasised whilst still making sure that the natural environment is protected.	Reduce the risk of flooding	72. Flooding incidents within a property This measure is calculated on the basis of the number of formal investigations undertaken by the County Council under section 19 of the Flood and Water Management Act 2010 where the incident involves flooding within a property from any source, although under the Act the County Council only has a responsibility for local flood risk i.e. from surface water, groundwater or ordinary watercourses. Lincolnshire County Council has interpreted a flooding incident to be any in which one or more domestic properties are flooded internally.	This measure is included for context and so It is not appropriate to set a target for this measure	2	This measure is included for context and so It is not appropriate to set a target for this measure
		73. Lincolnshire County Council supported flood alleviation schemes Flood alleviation schemes completed by the County Council or in partnership with others to manage local flood risk.	24	Reported annually in quarter 4	24
	Reduce carbon emissions	74. CO2 emissions from county council activity Carbon dioxide (CO ₂) is a greenhouse gas which contributes, along with other gasses, to global warming and the resulting climate change. The County Council is no different to any other organisation in that its activities use energy and emit significant amounts of these gasses. County Council annual carbon dioxide emissions were calculated in 2011/12 and the baseline figure was reported as 83,006 tonnes. The Council has adopted a target reduction of 22% over a 6 year period, reducing the emission down by 18,261 tonnes to 64,745 tonnes by 31st March 2018.	71,385	Data available in quarter 4 It is the intention that future emissions data will be reported quarterly (with a quarter lag to allow collection of high volume of raw data).	68,065
		75. Lincolnshire CO2 reductions This is a nationally collected (by the Department for Communities and Local Government) set of data that shows the amount of greenhouse gas emissions (CO ₂) from all sectors within the UK. The emissions for Lincolnshire are expressed as the amount of CO ₂ emitted per person (capita).	This measure is included for context and so It is not appropriate to set a target for this measure	6.9 tonnes 2013 This is the latest data available from the Department of Energy and Climate Change, 2014 dataset is due for release in June 2016	This measure is included for context and so It is not appropriate to set a target for this measure
	Increase recycling	76. Recycling at County Council owned Household Waste Recycling Centres (HWRC)	New measure in 2016/17	New measure in 2016/17	75%
		77. Tonnage of recycling material collected at the kerbside	New measure in 2016/17	New measure in 2016/17	This measure is included for context and so It is not appropriate to set a

¹ Although the figure is lower than previous years, the definition for the measure has changed and early analysis of the job creation in the £9m of government sponsored business support that the County Council commission and the £43m of government sponsored training that the County Council are now actively influencing suggests that the jobs created figure will be a further 200.

² The 2016/17 target has been reduced compared with 2015/16 on the basis of a couple of important external factors. Although the amount of EU funding that we hope to attract remains broadly the same as in previous years:- (i) there is less Single Local Growth Fund in the national budget, and (ii) the government has changed the way it distributes the funding from a competitive basis (which we have generally fared well with) to a formula based distribution of the funding (which will give us less funding on the simple basis that there are fewer people living in greater Lincolnshire than in, say, the South East).

Commissioning Strategy	Outcomes Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures Measures are how we will monitor and report progress in achieving the outcome.	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
					target for this measure
		78. Household waste recycled and composted The percentage of waste collected by either the County or District Councils which was reused, recycled or composted.	55% Joint Municipal Waste Management Strategy	50.28%	55% Joint Municipal Waste Management Strategy
		79. Garden waste composted The tonnage of green waste collected by either the County or District Councils which was sent for composting.	This measure is included for context and so It is not appropriate to set a target for this measure	24,368 tonnes	This measure is included for context and so It is not appropriate to set a target for this measure
Sustaining and developing prosperity through infrastructure The purpose of this commissioning strategy is for infrastructure that supports economic growth and prosperity. We want to encourage investment and enhance the economic potential of Lincolnshire. We think this can be achieved by encouraging new investment in transport, supporting business, managing and maintaining a high quality highway network and encouraging a reliable and accessible transport service.	Reduce barriers to business growth	80. Lincoln East West Link Road	Construction started November 2014 with completion expected in August 2016.		
		81. Lincoln Eastern Bypass	Outcome of Public Inquiry expected February 2016 with start on site May/June 2016.		
		82. Grantham Southern Relief Road	Phase 1 commenced in September 2015 with completion in June 2016. Phase 2 expected to commence in July 2016 with completion in October 2017. Phase 3 expected to commence in November 2017 with completion in Late 2019.		
		83. Spalding Western Relief Road	Phase 1 now designed and awaiting development stimulus. Phase 2 part of South East Lincolnshire Local Plan consultation process.		
		84. Progress in preparation of the Southern Relief Road	Initial scheme design completed and line protected. Now awaiting development stimulus.		
		85. Condition of Principal roads Annual measure	Not in Council Business Plan 2016/17	3% based on condition surveys done during 2014/15	3%
		86. Condition of Non Principal roads Annual measure		9% based on condition surveys done during 2014/15	9%
		87. Condition of Unclassified roads Annual measure		30% 2015/16 data	30%

We effectively target our resources

Commissioning Strategies	Outcomes Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures Measures are how we will monitor and report progress in achieving the outcome.	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
How we do our business Enablers to the business Partnership engagement and support These three commissioning strategies have been grouped together as they provide the corporate framework within which the Council works, supports other commissioning strategies and carries out its business.	Effective financial and management accounting arrangements	88. Unqualified annual external audit opinion on the financial statements The external auditor's report is a formal opinion as a result of an external audit. An auditor's report is considered an essential tool when reporting financial information. (Annual Measure)	Unqualified	Unqualified for 2014/15 (Latest data)	Unqualified
	General reserves maintained within parameters set by the financial strategy	89. General reserves are 2.5% to 3.5% of the annual budget requirement net of dedicated schools grant General reserves are usually used for strengthening the financial position and meeting future contingencies or to offset potential future losses.	3.5%	3.5%	3.5%
	Maintenance of an adequate governance, risk internal control, regime	90. Unqualified annual external audit opinion on the Council's Value for Money (Annual Measure)	Unqualified	Unqualified for 2014/15 (latest available)	Unqualified
		91. Annual governance statement by the Audit Committee (Review of Council's governance, risk and control framework and assurance arrangements) (Effective or ineffective) (Annual Measure)	Effective with governance issues	Effective with governance issues	Effective with governance issues
		92. Employee turnover	It is not appropriate to set a target for this measure as turnover is provided for context only.	Latest data available for voluntary turnover for 2014/15 (up to February 2015) 11%.	It is not appropriate to set a target for this measure as turnover is provided for context only.
		93. Sickness absence	7.5 days FTE excluding schools As published in the Council Business Plan approved by Council 20 Feb 2015	Latest data is end Feb 2015 7.8 days per FTE excluding schools (8.35 days per FTE including schools).	7.8 days per FTE excluding schools provisional target based on end Feb 2015 data
	Impact and increase employment and apprenticeship opportunities currently offered to young people aged 16 - 24 within Lincolnshire County Council	94. Growth in apprenticeships and the knock on effect of the employment of young people Through the introduction of the new Apprenticeship Levy, plans are place to implement a long term goal to increase the number of apprentices employed in substantive roles year on year. This will be monitored and measured by workforce data showing the increase in young people within the Council undertaking apprenticeships.	This is a new measure in 2016/17		To be agreed once the implications of the Apprenticeship Levy (which covers all ages) are understood. The government has announced that

2016/17 targets in this document are informed by latest performance information and are subject to change to reflect 2015/16 out turns; changes in the wider economy; the nature of demand and the consequences of any service reductions. This Council Business Plan will be reviewed as part of quarterly performance reporting. Any proposed changes to reporting will be agreed by the Executive.

Commissioning Strategies	Outcomes Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures Measures are how we will monitor and report progress in achieving the outcome.	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
		Information in the most recent workforce report 2014-2015 shows the percentage of young people aged 15 – 24 currently employed within the Council is less than 5%. The current number of apprentices employed is 38. In comparison to other Councils Lincolnshire is not particularly low in the number of 15 – 24 year olds employed, however Lincolnshire has the highest unemployment figure for 16- 24 year olds for (gov.uk statistics)			there will be an apprenticeship levy, but they have not yet formulated the details of how it will work.
	Get better value from our use of land and buildings by assessing performance	95. Revenue savings Savings made by rationalising the property portfolio. Progression is made towards the proposed plan of identified savings.	£639,026 savings	Reported annually in quarter 4	£1 million by March 2019 The target represents what will be achieved if the programme of rationalisation is completed to schedule
		96. Capital receipts Progression through property disposal towards an annually set capital receipts target	Further £2m in 2015/16	£579,000	Target will be confirmed once the Council budget is approved on 19 th February 2015
	Staff are made aware of their information governance responsibilities	97. Information governance training This measure relates to the number of employees that undertake Information Governance training over a 12 month period.	100% (Aspirational as new measure)	Reported annually in Q4	To be confirmed once 2015/16 outturn is known
		98. Information governance policies reviewed and updated within a 12 month period This measure relates to the number of information governance policies that have been subject to review and update within the last 12 months.	100%	Reported annually in Q4	To be confirmed once 2015/16 outturn is known
	Record and investigate all reported security incidents in a timely manner to ensure impact is minimised and effective remedial action undertaken to reduce the likelihood of reoccurrence	99. Reported security incidents Number of reported security incidents relating to Council assets	No target as this was a new process for 2015/16	Reported annually in Q4	To be confirmed once 2015/16 outturn is known
	Meet external information assurance compliance requirements	100. Compliance against external information assurance requirements Compliance with the Department of Health information Governance toolkit (an online system which allows NHS organisations and partners to assess themselves against Department of Health Information Governance policies and standards) and the Public Services Network (the government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources.)	Compliant	Reported annually in Q4	Compliant
	New support services partnership contracts perform effectively and efficiently to allow the Council to achieve its commissioning outcomes	101. Achievement of key performance indicators within the SERCO contract for Information Management Technology; People Management; Finance and Customer Service Centre	Meet targets within the contract	Of the 43 measures, performance by the end of Q2 (Sept 15) was: - 21 met contract Target Service Levels; 2 met	Meet targets within the contract

2016/17 targets in this document are informed by latest performance information and are subject to change to reflect 2015/16 out turns; changes in the wider economy; the nature of demand and the consequences of any service reductions. This Council Business Plan will be reviewed as part of quarterly performance reporting. Any proposed changes to reporting will be agreed by the Executive.

Commissioning Strategies	Outcomes Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	Measures Measures are how we will monitor and report progress in achieving the outcome.	Current Target (2015/2016)	Current Performance (2015/2016) Q2	Target 2016/17
				contract Minimum Service Levels; 10 were below contract Minimum Service Level; 1 had an excusing cause/mitigation factor associated with it; and 9 had an interim or glide target. Of these 9:- 5 met the interim Target Service Levels; 3 met the interim Minimum Service level and 1 was below the interim Minimum Service Level.	
		102. Achievement of key performance indicators within the VINCI Mouchel contract (Property Services)	75%	93.6%	75%

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