

**Open Report on behalf of Judith Hetherington Smith**

Report to:	<b>Value for Money Committee</b>
Date:	<b>23 February 2015</b>
Subject:	<b>Council Business Plan 2012 - 2015 Performance Report, Quarter Three 2014/15</b>

**Summary:** This report summarises performance against the [Council Business Plan 2012-2015](#), highlighting changes since Q2.

Performance Indicators

The position for performance indicators is good with 80% better than or within target. Two performance indicators are worse than target for the first time:

- Percentage of household waste recycled and composted which has been projected to be below target due to reduced composting in the winter months, there has also been approximately 1% increase in non-recycled waste this year; and
- Number of people supported to stop smoking, where lower level of activity and promotion are impacting performance.

Three performance indicators are better than target for the first time:

- People killed or seriously injured in road traffic collisions, and the trend is expected to continue in Q4;
- People successfully completing an exercise referral programme with a 7% increase in performance based on June 2013. North Kesteven and East Lindsey have seen the highest overall completion rates in the county; and
- People supported to better manage their physical condition through the wellbeing service, 92% felt that their needs had been met following contact with service providers.

Council Priority Activities

Four council priority activities are reporting significant issues. Two of these also reported significant issues in Q2: The Lincoln Eastern Bypass, and the Library Needs Assessment Programme. The two reporting significant issues for the first time in Q3 are: Lincoln Castle Revealed where the main risk remains with the Magna Carta Vault, however the project manager has reported at the end of January that all work within the Magna Carta is programmed for completion on the 24th March 2015; and the Grantham Southern Relief Road where the viability of King31 (an industrial and distribution scheme, situated on the A1 at Grantham) is still unresolved and has become critical.

### Customers

Customer satisfaction with the Council is 85% - 1 percentage point down from Q2. This feedback was provided through 506 Touchstone surveys in Q3 with customers who received a service from the council. Customer satisfaction of contacting the Customer Service Centre by telephone is 91% compared with 88% in Q2. There were 882 surveys in Q3, customers self-select for this survey. Call abandon rate is much lower in Q3 - 6.2%, compared with 9.1% in Q2. Although there is no longer national benchmarking for local authority contact centres, based in industry research 10% is the point at which satisfaction starts to decrease. Of the 120 complaints received in Q3 only 16.7% (20 out of 120) were upheld – compared with 19% in Q3.

### Finance

Total revenue spending is predicted to be £5.124m less than the total budget (excluding the projected underspending on Schools budgets). Net capital spending is projected to be £1.683m less than the approved 2014/15 programme total.

### **Actions Required:**

Committee considers:-

- Any further action necessary on 2014/2015 – Quarter 3 performance.
- If there are any points to bring to the attention of the Executive.

## **1. Background**

The detailed information in this report will be discussed by the relevant scrutiny committee. Performance indicators and Council Priority Areas which fall under the remit of VFM committee are also detailed in this report.

### **Awaiting information – Corporate dashboard**

As people accessing the wellbeing service due to breakdown in unpaid carer role is a new measure, 2014/15 data will be used to set a baseline.

## **2. Conclusion**

80% of performance indicators are better than or within target. Four council priority activities are reporting significant concerns. Customer satisfaction with council services is 85%. Of the complaints received in Q3 only 16.7% (20 out of 120) were upheld. Total revenue spending is predicted to be £5.124m less than the total budget (excluding the projected underspending on Schools budgets). Net capital spending is projected to be £1.683m less than the approved 2014/15 programme total.

## **3. Consultation**

### **a) Policy Proofing Actions Required**

n/a

#### **4. Background Papers**

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

This report was written by Jasmine Sodhi, who can be contacted on 01522 552124 or [jasmine.sodhi@lincolnshire.co.uk](mailto:jasmine.sodhi@lincolnshire.co.uk).



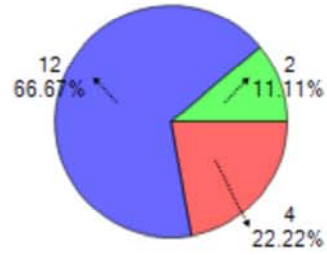
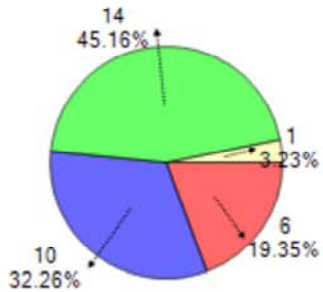
The following information is contained within this report:

<b>1</b>		<b>Corporate Dashboard</b>
		<b>Performance Indicators: Summary Exception Report –</b> those behind target or ahead of target for 2 quarters
		<b>Voice of the Customer Summary Dashboard</b>
		<b>Manage People: Summary Report</b>
		<b>Manage Finance: Summary Report</b>
<b>2</b>	Appendix A	<b>Council Priority Activities with comments</b>
<b>3</b>	Appendix B	<b>Customer Experience Report</b>
<b>4</b>	Appendix C	<b>Finance Report</b>



Performance Indicators

Council Priority Activities

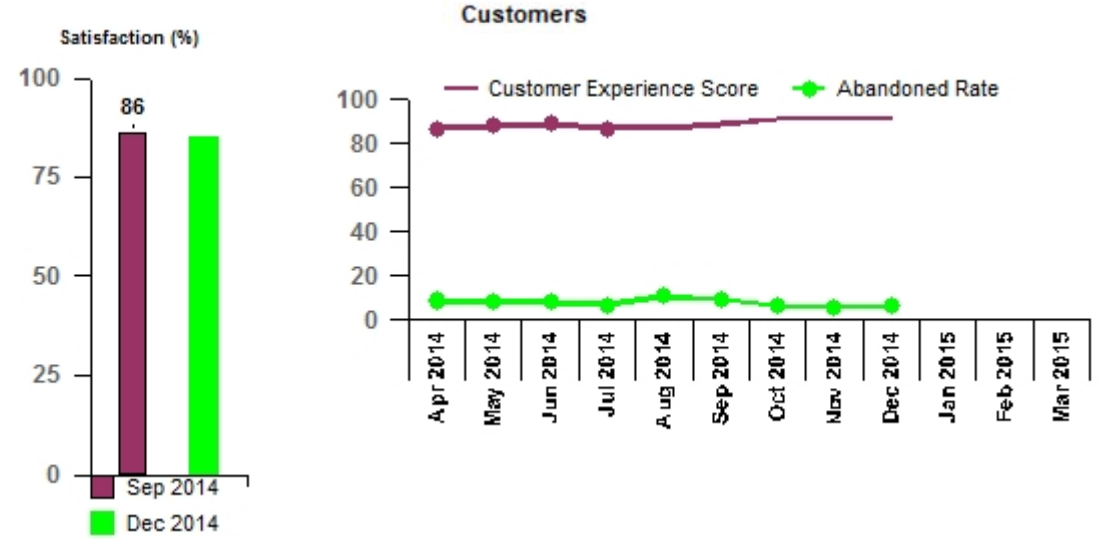


■ Better than target/No issues     ■ Worse than target/Significant issue(s)  
■ Within target/No significant concerns     ■ Missing information     ■ Not yet started

Performance Indicators compared to this time last year

<span style="color: red;">✖</span>	<span style="color: black;">➔</span>	<span style="color: green;">✔</span>	<span style="color: green;">✔</span>	n/a	<span style="color: purple;">?</span>	Total
7	0	6	3	2	10	31

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Key Customer Intelligence Statistics

	Actual (30/09/14)	Actual (31/12/14)
Upheld Complaints	27	20
Compliments	115	88
Comments	4	0

Manage People Indicators

	Actual 31/12/14	Target 31/12/14	Year end target	DoT	
Appraisals 13 month rolling	73.99	100.00	100.00	<span style="color: red;">◆</span>	<span style="color: purple;">?</span>
Sickness absence 12 month rolling	7.78	8.00	8.00	<span style="color: green;">+</span>	<span style="color: purple;">?</span>
Cost sickness absence £	1,406,792.72				
Total FTE, excludes school	4,400.00				

Manage Finance Indicators

	Actual 31/01/15	Annual Budget	Projected outturn	
Net capital spend (including schools)	£19,833,000	£93,683,000	£71,461,000	<span style="color: red;">◆</span>
Net revenue spend (incl schools)	£321,019,000	£509,398,000	£499,854,000	<span style="color: red;">◆</span>
	Actual 31/12/14	Annual Budget	Projected outturn	
Staffing budget (excl schools)	£110,184,540	£152,285,084	£153,859,674	<span style="color: red;">◆</span>

Symbol Key										
<span style="color: green;">+</span>	<span style="color: blue;">●</span>	<span style="color: red;">◆</span>	<span style="color: red;">✖</span>	<span style="color: red;">✖</span>	<span style="color: black;">➔</span>	<span style="color: green;">✔</span>	<span style="color: green;">✔</span>	<span style="color: purple;">?/?!</span>	<span style="color: yellow;">+</span>	<span style="color: blue;">▶▶</span>
Better than target	Within target	Worse than target	Value increased, got worse	Value decreased, got worse	Value stayed the same	Value increased, got better	Value decreased, got better	Missing information	Missing year end information	Not yet started





## Appendix A(i): Summary Exception Report (Worse or better than target)

Symbol Key		
Performance band	Symbol	Colour
Better than target	+	Green
Worse than target	◆	Red

### Performance Indicators - Red - Adults Scrutiny Committee

Measure Name	Actual Sep 2014	Target Sep 2014		Actual Dec 2014	Target Dec 2014		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
Percentage of people whose outcome on leaving reablement is 'no service required'. This means that after an episode of care for up to 6 weeks the individual requires no further care.	49.8	52.5	◆	47.8	53.8	◆	This quality measure continues to have a downward trend. LPFT continue to work to improve the performance, their new model for LARS will commence on the 1st of February. LPFT consider increased acuity of patients combined with ULHT pressure which saw unprecedented volumes and high acuity of patients presenting particularly from December onwards. LPFT are now very focused on improving this measure and have actions with their ULHT, their own staff and the referring agents to improve the position.	25th February 2015	

### Performance Indicators - Red -Community and Public Safety Scrutiny Committee

Measure Name	Actual Sep 2014	Target Sep 2014		Actual Dec 2014	Target Dec 2014		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
Number of Heritage Service Users	2,306,749	2,589,136	◆	3,426,040	3,760,882	◆	Heritage Service interactions are below target and below last year's targets. This is largely due to a decline in online usage. Visits in person to sites are up 18% on the same period of 2013-14.	4 March 2015	
Percentage of co-							This indicator is slightly below target, and has been outside of tolerance for the last five quarters. Consistently F&R render assistance at 88% of co-responder incidents attended. Whilst calls into EMAS are carefully monitored, the operators have to make rapid decisions between mobilising an ambulance or co-responder crew and where there are areas of doubt they do mobilise both resources. Through regular meetings we seek to keep these to a minimum but where a life is considered to		

**Performance Indicators - Red - Community and Public Safety Scrutiny Committee**

Measure Name	Actual Sep 2014	Target Sep 2014		Actual Dec 2014	Target Dec 2014		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
responder incidents where Fire and Rescue rendered assistance	87.92 %	91.00 %		87.89 %	91.00 %		be at risk, or it is believed that a co-responder crew can attend before an EMAS resource, we accept the dual mobilising. The number of co-responder incidents attended have increased by 11% compared to Q3 last year (additional 276 incidents). 9% of attended co-responder incidents see a dual attendance, with an additional 3% of incidents sadly being where the casualty was deceased upon arrival. It appears that we are unable to achieve the 91% target, and historically the highest performance achieved is 90.45%.	4th March 2015	
Percentage of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check	50.00	55.00		47.67	55.00		It is expected that the uptake will improve during Q4. Monthly practice performance reports are going out and practices who have met their invitation target have been asked to stop sending invitations and to concentrate on assessments. The over performance in invitations being sent makes the number of assessments completed look low in comparison, however, 21,314 assessments have been completed by Q3, an average of 7,104 each quarter. If the same numbers are completed in Q4, this would show a year end position of 28,418, an improvement on last year (26,898).	4th March 2015	

**Performance Indicators - Green - Adults Scrutiny Committee**

Measure Name	Actual Sep 2014	Target Sep 2014		Actual Dec 2014	Target Dec 2014		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
Delayed transfers of care once clients are deemed clinically fit for discharge per 100,000 population.	0.9	1.9		1.5	1.9		The performance was expected to peak during the winter cycle due to increased activity. Since the 22 December we have seen unprecedented demands on the health system. The increased activity has resulted in a 15% increased in delays for patients, it is clear our activity mirrors the overall activity levels. Lincolnshire remains one of the better performing authorities with low delayed transfers attributable to social care. We continue to work with ULHT and health partners on reducing the delays through earlier discharge planning for patients.	25th February 2015	

Performance Indicators - Green - Community and Public Safety Scrutiny Committee

Measure Name	Actual Sep 2014	Target Sep 2014		Actual Dec 2014	Target Dec 2014		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
Number of library interactions	2,852,103	2,782,488	+	4,218,992	4,127,669	+	Library interactions are on target for the first three quarters of 2014-15, although they are below the same period last year. The amount of stock issued is 10% down on the same period in 2013.	4 March 2015	
Percentage reduction in repeat victimisation for those domestic violence cases being managed by a MARAC	17.8	20.0	+	19.1	20.0	+	<p>This indicator measure the repeat victimisation rate of high and very high risk domestic abuse cases, expressed as a percentage. It is based on the domestic abuse cases that are referred to the Multi Agency Risk Assessment Conferences (MARACs) of which there are two in the county.</p> <p>In the last 12 months ending December 2014, 844 high and very high domestic abuse cases were discussed at MARAC, 161 cases were those that were considered repeat cases as they had been referred to MARAC following a repeat incident or incidents more than once in the last 12 months. The rate is currently 19.1%. This is significantly better than the current national rate 24.0% and inline with the most similar family rate, 20.0% (September 2014).</p>	4th March 2015	
Total number of fatalities due to primary fires per 100,000 population.	0.14	0.28	+	0.28	0.42	+	Over the 9-month period we have had confirmed 2 fire deaths - 1 of which was not preventable & the other, whilst not directly attributable to the fire, smoke inhalation was considered as being a contributory factor. This particular incident was a dwelling fire. F&R are continuing to work with partners to identify vulnerable people in order to reduce the likelihood of future fire deaths. This work is generating a significant number of referrals & community safety strategy has been changed to move away from traditional approaches to conducting Home Fire Safety Checks to far more targeted work based on data provided from partners. Less vulnerable people are still able to access services, however, this is through a do-it-yourself option online. There has been 1 additional fire fatality during January however, we still hope to remain within our agreed limit for year-end.	4th March 2015	
							Deliberate primary fires over the period are slightly higher than last year. albeit still		

**Performance Indicators - Green - Community and Public Safety Scrutiny Committee**

Measure Name	Actual Sep 2014	Target Sep 2014		Actual Dec 2014	Target Dec 2014		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
Number of deliberate primary fires per 10,000 population	1.86	2.07	+	2.71	3.09	+	better than target. The data shows the main increasing trends to be in Boston (up from 10 at Q3 2013/14 to 24 this year), Skegness (up from 7 at Q3 2013/14 to 14 this year), Grantham (up from 13 at Q3 2013/14 to 17 this year), Sleaford (up from 3 at Q3 2013/14 to 8 this year), Gainsborough (up from 14 at Q3 2013/14 to 22 this year) & North Hykeham (up from 7 at Q3 2013/14 to 13 this year). The most common types of deliberate primary fire involve vehicles (81 of the 196 incidents) & dwellings (28 of the 196 incidents).	4th March 2015	
Percentage of eligible population aged 40-74 offered an NHS Health Check	11.80	10.00	+	19.39	15.00	+	At the Q3 point the NHS Health Check programme in Lincolnshire is ahead of target for invitations. Practices tend to send invitations earlier in the year so that they have the opportunity to contact those patients who have not responded in the first instance. This helps them to increase their uptake rate coming up to year end and meet their target uptake payments. Monthly practice performance data is sent to practices to assist them in meeting their year end target numbers for both invitations sent and patients assessed. Practices who have met their 100% invitation target have been asked to stop sending invitations and to concentrate on following up non-responders. We expect to see a reduction in Q4 invitations and an increase in the overall uptake rate.	4th March 2015	

**Performance Indicators - Green - Community and Public Safety Scrutiny Committee - 1 quarter lag**

Measure Name	Actual Jun 2014	Target Jun 2014		Actual Sep 2014	Target Sep 2014		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
People completing Alcohol treatment in a planned way	65.38	60.00	+	63.17	60.00	+	The payment model for alcohol services uses a PbR model. It is set up to reward the providers for ensuing clients successfully complete their treatment pathway.  Despite a change in methodology from the National Drug Treatment Monitoring System (NDTMS), the provider continues to sustain above target performance for people completing alcohol treatment in a planned way. Of the 190 clients seen across the partnership, 116 have	4th March 2015	

**Performance Indicators - Green - Community and Public Safety Scrutiny Committee - 1 quarter lag**

Measure Name	Actual Jun 2014	Target Jun 2014		Actual Sep 2014	Target Sep 2014		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
							successfully completed treatment in a planned way during Q2. Awaiting clarification on current performance due to change in methodology by the National Drug Treatment Management System (NDTMS).		
Wellbeing Service - Percentage of people supported through assistive technology, aid, and adaptations.	94.00	90.00	+	94.00	90.00	+	This indicator measure the percentage of people who required support with aids and adaptations to the home (in order to support independent living) when they entered the Wellbeing Service and who felt that their needs had been met following their contact with service providers.  By the end of Q2 304 out of 322 people who cited needs linked to aids and adaptations had their needs met by the wellbeing service.	4th March 2015	

**Performance Indicators - Green - Economic Scrutiny Committee**

Measure Name	Actual Sep 2014	Target Sep 2014		Actual Dec 2014	Target Dec 2014		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
Page 23 Number of jobs created or safeguarded	533	242	+	542	363	+	(This indicator is broken down in the following: Number of Jobs Created = 365, Number of Jobs Safeguarded = 177). The number of jobs created and/or safeguarded over the last quarter has reduced when compared to the previous two quarters. It is unclear whether this is a seasonal issue or a slowing of general economic recovery. Quarter 4 data should give a clearer indication as to the ongoing trend. It should, however, be noted we have exceeded the target for the year.	24 February 2015	

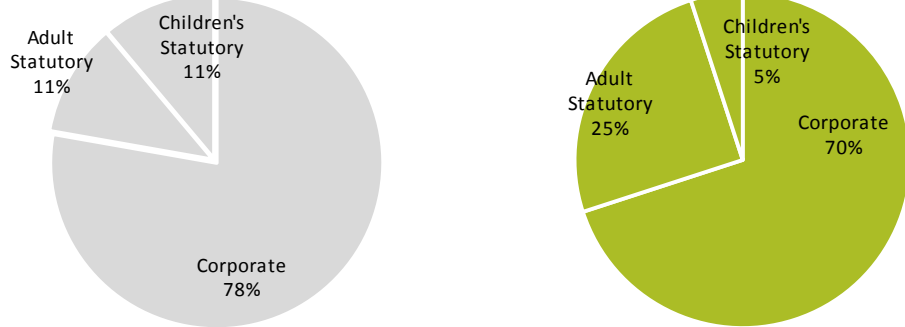
**Performance Indicators - Green - Environmental Scrutiny Committee**

Measure Name	Actual Sep 2014	Target Sep 2014		Actual Dec 2014	Target Dec 2014		Head of Service Comment and Action	Scrutiny Committee Date	Scrutiny Committee Outcome
Tonnage waste to landfill by diverting to the Energy from Waste facility	7,172	11,260	+	12,148	16,890	+	(Estimate as we await third party data). So far this year more than 90% of our non-recycled waste has been diverted from landfill to our Energy from Waste facility.	13 March 2015	
Percentage reduction in tonnes of CO2 emitted from use of fuel (building and transport).	3	2	+	12	3	+	The proxy dataset continues to show reductions in emissions for both buildings and vehicles.	13 March 2015	

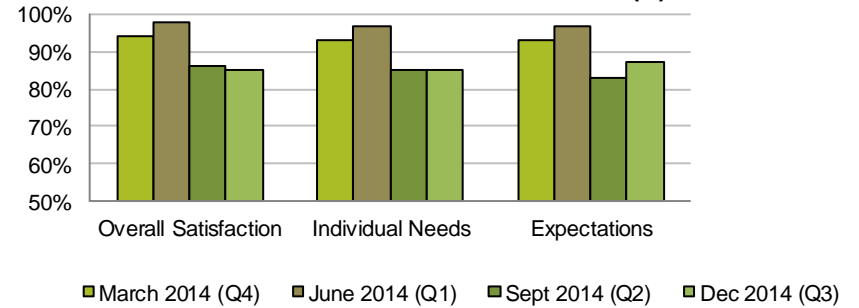


# Voice of the Customer Summary Dashboard (Quarter 3 2014/15)

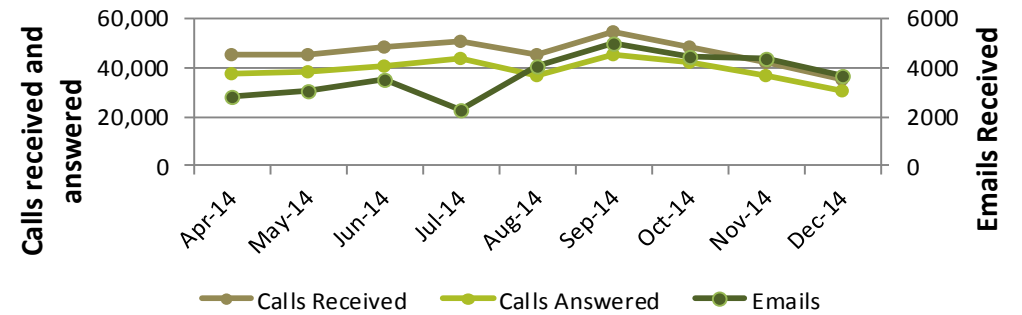
**Total Upheld Complaints (Quarterly Comparison)**  
**LCC Upheld Complaints Q2 2014/15**      **LCC Upheld Complaints Q3 2014/15**



**Satisfaction with the Council (%)**



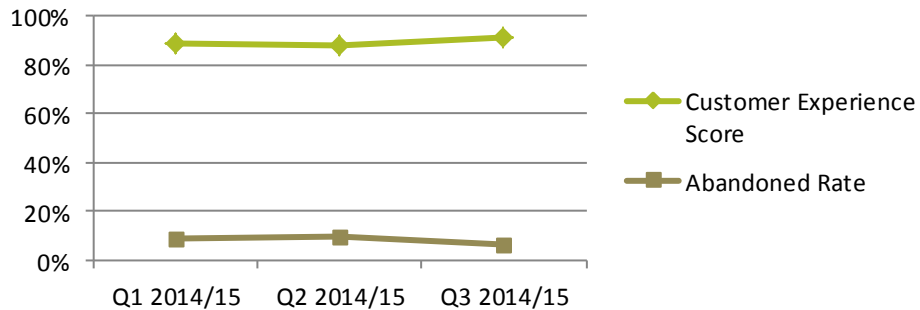
**Volume of contacts**



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	Sept (Q2 2014/15)	Dec (Q3 2014/15)
Corporate	21	14
Adult Statutory	3	5
Children's Statutory	3	1
<b>Total</b>	<b>27</b>	<b>20</b>

**Customer satisfaction with the Customer Service Centre**



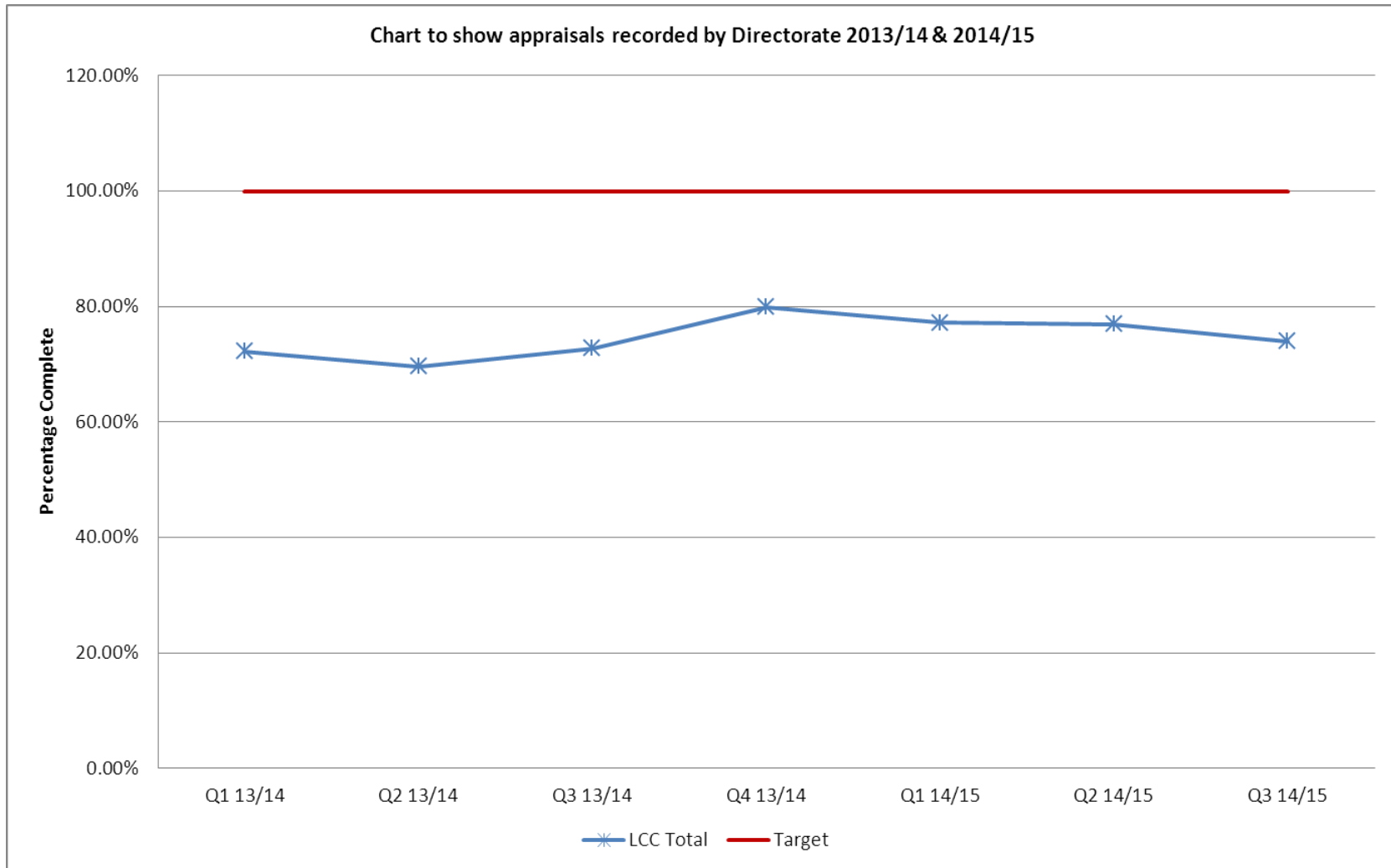
Customer Satisfaction	2014/15 Minimum Service level	2014/15 Target	Sept Q2 14/15	Dec Q3 14/15	
Customer Experience Score	80%	85%	88%	91%	+
Quality Score	80%	85%	*	*	●
First Point Resolution	75%	80%	77.2%	76.8%	●
Avoidable Contact Rate	25%	20%	15.4%	13.1%	+
Abandoned Rate	<15%	<10%	9.1%	6.2%	+





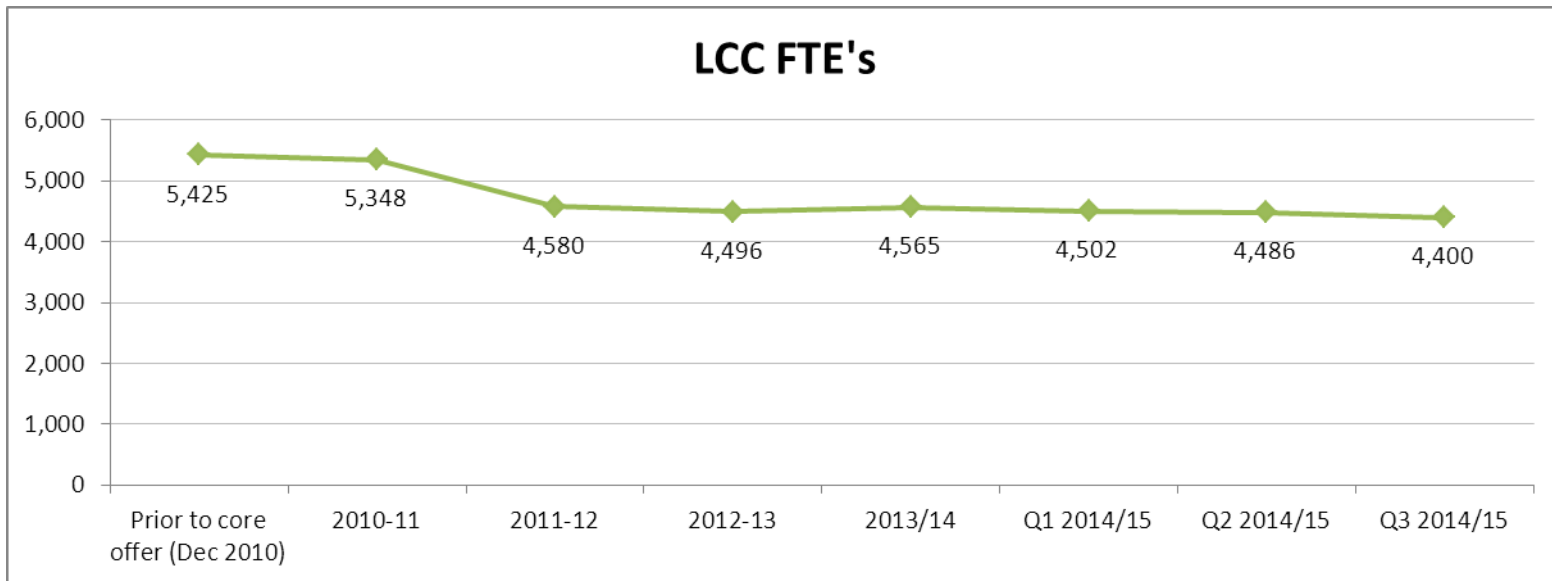
# Manage People: Summary Report (April 2014 to December 2014 – Q3 2014/15)

## Appraisals



**N.B. As at May 14 the reported monthly and quarterly appraisal figures are based on a 13 month rolling time frame.**

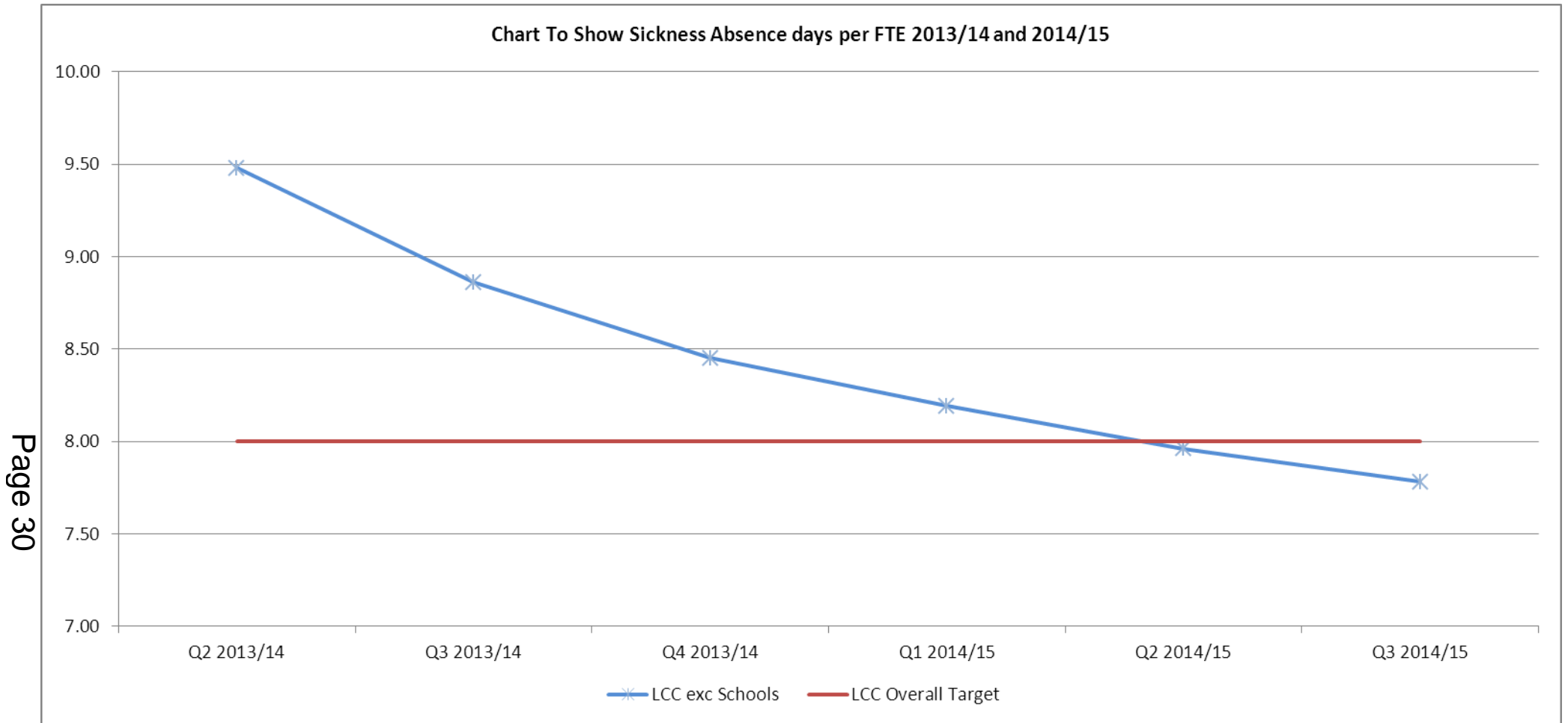
- With effect from Q1 14/15, appraisals are reported on a 13 month rolling time frame as this reflects the number of appraisals completed more accurately. Previously appraisals completed were reported on a 12 month rolling time frame which is shown in the figures for the previous quarters.
- Due to organisational changes which came into effect from 1 April 2014, direct comparisons with previous service performance will not be possible as we are not measuring 'like for like' performance. However, comparison can be made at the corporate level.
- Although there has been an overall fall in the number of appraisals recorded in Q3 14/15 compared to Q2 14/15, when compared to Q3 13/14 the rate of recorded appraisals is higher. The comparison of Appraisal rates with Q3 13/14 shows an increase of levels in all areas. The overall trend over the 4 quarters is showing an increase in appraisals recorded.
- Appraisals are planned to take place as soon as possible and employees continue to be supported to meet their objectives through regular discussions with their line managers.
- Please note that the graph shows the percentage of appraisals recorded over 13 months from Q2 14/15 and excludes LEA Schools staff (staff employed by schools) and uniformed Lincolnshire Fire and Rescue Service staff.



**Key information:**

- The total LCC Full Time Equivalent (FTE) remains significantly reduced compared to December 2010. The FTE for Q3 2014/15 has fallen when compared to the 2013/14 year end figure. This is the result of the transfer out of The Lincolnshire Assessment and Reablement Service (LARS) staff and Senior Management Review (SMR).
- It should be noted that these are average FTE figures and that the figures also exclude LEA Schools staff (staff employed by schools).

## Sickness absence



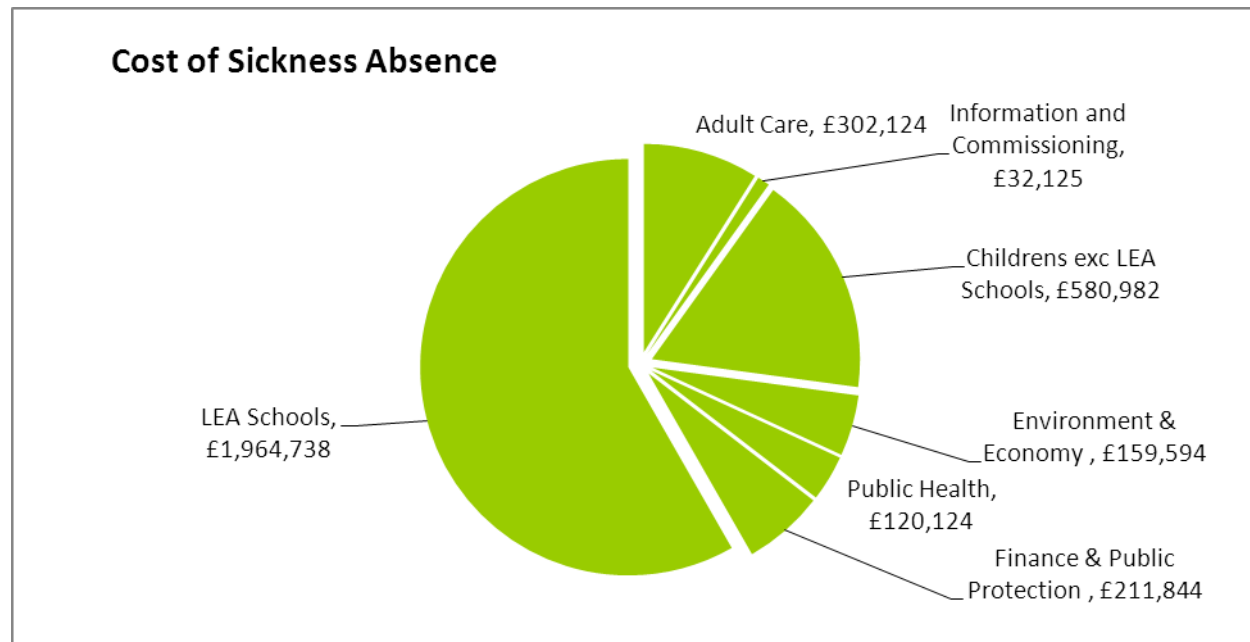
### Key information – Sickness Absence Rates

- The Q3 sickness absence figure has continued to fall when compared to the Q2 2014/15 figure – 7.78 days per FTE compared to 7.96 Days per FTE.
- It is difficult to make direct area comparisons with Q3 2013/14 and Q3 2014/15 due to organisational changes that came into effect from 1 April 2014. Therefore direct comparisons for service areas with 2013/14 will not be possible as we are not measuring 'like for like' performance. However, a direct comparison can be made with the sickness absence days per FTE at the corporate level.
- Support is on-going in areas with higher than average levels of sickness absence such as Adult Care and Children's Services.

- Reports on the top 10 long term sickness cases have been piloted to highlight cases which have a considerable impact on service performance. Actions have been taken as appropriate.
- The number of days lost due to sickness absence continues to reduce through the proactive work of managers with staff and the people management service. This is supported by council wide Health and Wellbeing initiatives, coupled with effective partnerships with the council's occupational health provider.
- This demonstrates the commitment made by LCC to actively reduce sickness absence.
- Absence levels in Adult Care, Children's, Finance & Public Protection and Environment and Economy are below those reported in Q2 2014/15.
- Please note that the graph excludes LEA Schools staff (staff employed by schools) and Lincolnshire Fire and Rescue Service staff.

### Key information – Sickness Absence Cost

- It is difficult to make direct area comparisons with Q3 2014/15 and Q3 2013/14 due to organisational changes that came into effect from 1 April 2014. Therefore direct comparisons for service areas with 2013/14 will not be possible as we are not measuring 'like for like' performance. However, a direct comparison can be made with the total cost of sickness absence at the corporate level.
- Overall the LCC sickness absence costs are significantly lower than Q3 2013/14 - £1,406,793 (exc Schools) compared to £1,571,432. This further illustrates the progress being made in managing sickness absence management.
- Please note that the graph excludes Lincolnshire Fire and Rescue Service staff.



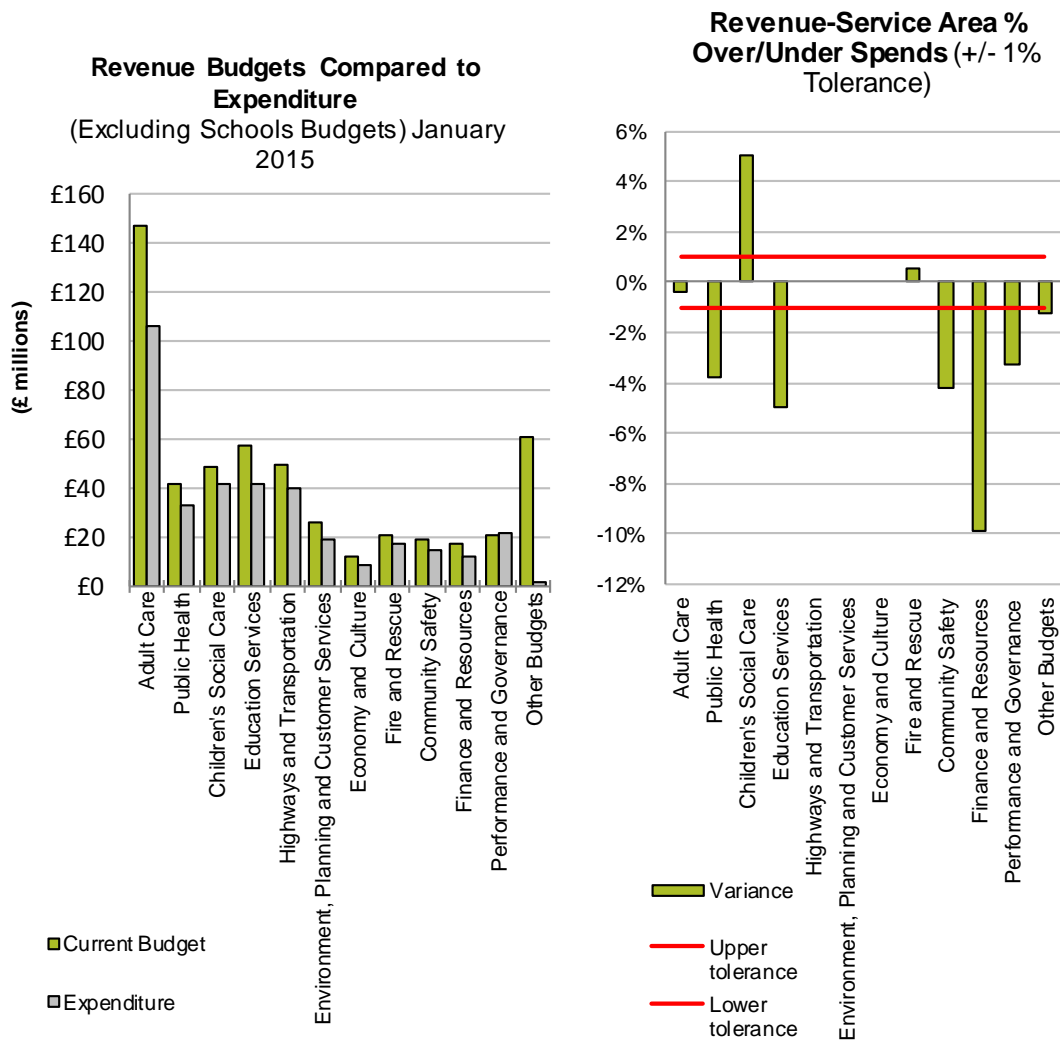


## Summary Finance Report – January 2015

### Revenue

#### Key Information:

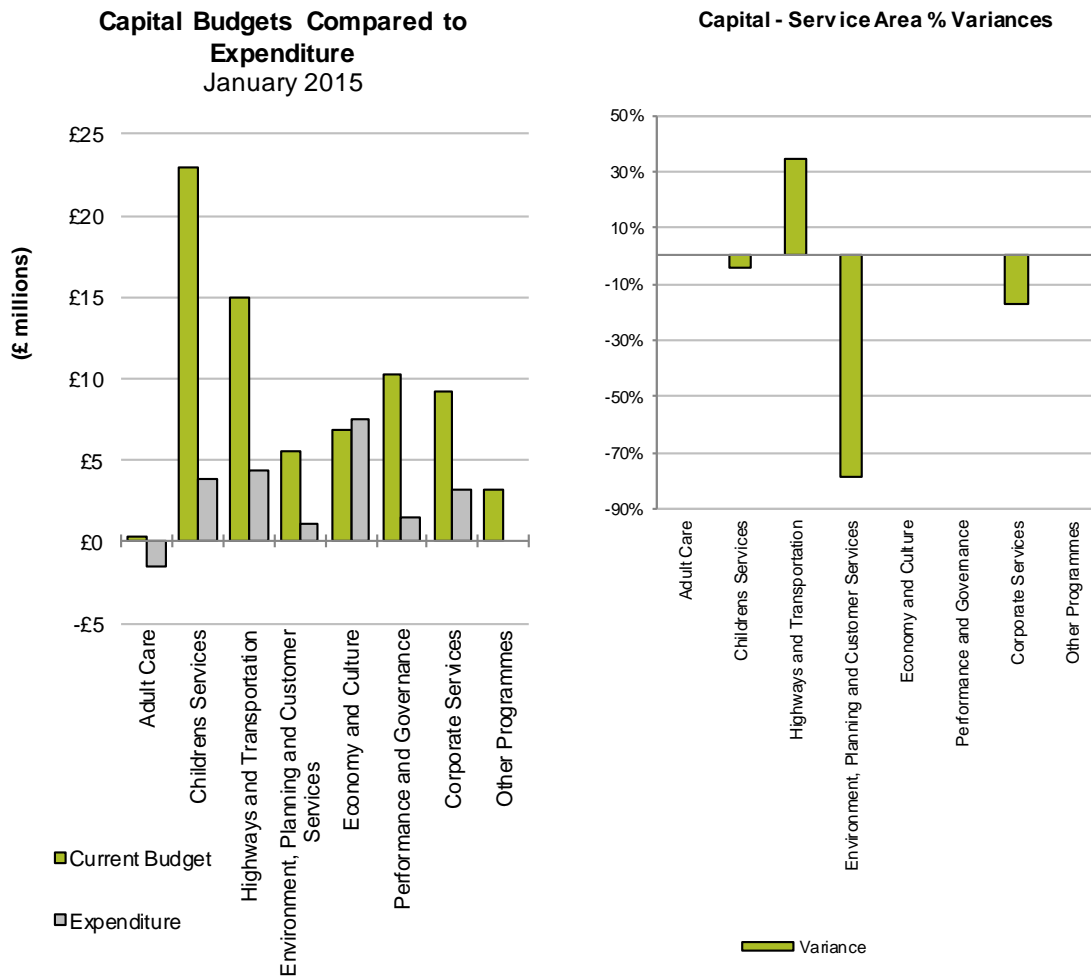
- total revenue spending is predicted to be £5.124m less than the total budget (excluding the projected underspendings on Schools budgets);
- total revenue income is predicted to be £0.929m, more than the total budget as a result of additional grant income; and
- general reserves at the year end are forecast on this basis to be within the 2.5% to 3.5% range at the upper end, estimated to be at 3.5% of the total budget based on current spending.



## Capital

### Key Information:

- net capital spending is projected to be £1.683m less than the approved 2014/15 programme total.



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

- Highways and Transportation have overspends of £4.618m relating to the A1073 Spalding to Eye Road Improvement Scheme, and £0.513m relating to the Whisby Road Improvement Scheme.
- Environment, Planning and Customer Services has an underspend of £4.323m relating to the Energy from Waste Plant.



## **Key**

Children's SC – Children's Social Care

H&T – Highways and Transport

EPACS – Environment, Planning and Customer Services

E&C – Economy and Culture

F&R – Finance and Resources

P&G – Performance and Governance



Date created: 14-Jan-15

Position as at 31-Dec-14

Symbol Key				
Green - No Issues	Blue - No significant concerns	Red - Significant issue(s)	Not yet started	Missing information

Activity Name	Overall Summary		Comment
	Nov 2014	Dec 2014	
<b>Value for Money Scrutiny Committee</b>			
<b>Programme</b>			
Case Management Partnership Programme			<p>Things remain very tight. The target go-live date remains viable today, but only just and the next few weeks will be critical in making a final recommendation. The main pressure areas are in System Build (configuration), System Testing (including integration testing with Agresso and Lagan), data migration and on training. Delays in completing the Children's system build has put significant pressure on testing and on training. And delays in CoreLogic software delivery has put significant pressure on some aspects of configuration, reporting, testing and, again, on training. These issues have necessitated the cancellation of training pilots, and of super user training, and delayed the first full week of training, which has required some staff to reschedule their training as a consequence. On the plus side, the main financial interfaces have now been delivered and are being prepared for test, albeit some weeks late. The main system-build, of forms and workflow, is now largely complete, although there is still a lot to do in regard to other key aspects of the configuration, for example, the setup of organisations, teams work roles and system permissions. The build of the production environment hosted at the lomart data centre is on track, but with significant connectivity issues still to be addressed. The Business Objects reporting capability is now in place and able to access the Mosaic servers. Adults and Public Health training preparations are well in hand but Children's training preparation is under a great deal of pressure owing to system build delays. The first (customer facing) phase of the portal will go live some weeks after Mosaic has been brought into operational use to minimise risk. Mosaic System Governance and Support arrangements are now being addressed albeit later than hoped. All of that said, the team is working very hard in pressured and demanding circumstances to get the system operational safely, which is critical.</p> <p>Scrutiny Comments: Progress was reported as part of the Quarter 2 performance item at the 25 November 2014 Committee.</p>

Activity Name	Overall Summary		Comment
	Nov 2014	Dec 2014	
Future Delivery of Support Services	●	●	<p>The Council continues to work with Serco on the transformation of services within IMT, People Management, Finance and the Customer Service Centre ahead of Serco taking over delivery of those services from April 2015. Overall, we are on track for go-live on 1st April, although there are some challenging issues on both the Agresso and IMT projects.</p> <p>The contract between the Council and VINCI mouchel for the provision of Property Services from April 2015 has now been signed. Due diligence site visits are underway and transition planning is progressing well.</p> <p>Work with the West Yorkshire Pension Fund for the provision of our pensions administration service continues. Two cycles of data extract have been run, arrangements are in place for formal TUPE consultation starting in January, and good progress is being made on the provision of accommodation and ICT for the new team.</p> <p>The contract for catering at the secure unit has been awarded to Mouchel Ltd., and will start in April 2015.</p> <p>The insourcing of the Health &amp; Safety service is progressing on plan.</p> <p>Scrutiny Comments: Progress was reported as part of the Quarter 2 performance item at the 25 November 2014 Committee.</p>
Information Management Programme	+	+	<p>The programme continues to make good progress. Work continues on additional features to document and image viewing. Go live planned for January 2015. Currently the programme is on schedule and within budget.</p> <p><b>Workstream Summary:</b></p> <p>Service areas in delivery – 10 (Planning, Environmental Management, Regeneration, Enterprise, Finance, Pensions &amp; Treasury, Fire and Rescue, Flood Risk and development, Countryside, Transportation)</p> <p>Service areas in closure – 4 (TSP, Client Services, Performance – Regeneration, Highways Divisions)</p> <p>Service areas complete – 13 (Democratic Services, Corp Communications, People Management, Performance and Programmes, Safer Communities, Business Support, Registration Service, Corporate Property, CSC, Legal Services, Procurement Lincolnshire, Youth Offending, Audit)</p> <p><b>Programme High Level Metrics:</b></p> <p>Service areas migrated since March 2014 – 17 Service areas to be migrated by March 2015 - 27 Total user base for IMP – 2738 Total documents now in IMP – 7,677,821</p> <p>Scrutiny Comments: Progress was reported as part of the Quarter 2 performance item at the 25 November 2014 Committee.</p>

Activity Name	Overall Summary		Comment
	Nov 2014	Dec 2014	
People Make It Happen People Strategy	●	●	<p>Overall the programme remains on plan. Key points at a programme level are:</p> <ul style="list-style-type: none"> <li>• The Trade Union ballot began on 8th December 2014 and will end on 9th January 2015. The ballot will seek responses from the Trade Union members who will be affected by the proposed changes as to whether they agree to the proposed changes to the terms and conditions of employment.</li> <li>• Work is ongoing around the new People Strategy and meetings are continuing to be held with relevant stakeholders. A paper is being written to be taken to Corporate Management Board (CMB) at the end of January / beginning of February.</li> <li>• Mercer are due to deliver two workshops for the Senior Leadership PRP programme on 20th and 28th January 2015 for those individuals who were unable to attend the initial dates.</li> <li>• The Youth Employment Officer role closes on 6th January 2015 and interviews are scheduled for 14th and/or 16th January 2015.</li> </ul> <p>Key highlights across the programmes workstreams include:</p> <ul style="list-style-type: none"> <li>• Cohort Five of the Senior Leadership Development Programme met for Module 3 on 9th December 2014, and the organisational project presentations for Cohort Two of the Leading from the Middle Programme took place on 17th December 2014. It has been confirmed that 3 more Cohorts will run in 2015 as part of the Leading from the Middle Programme.</li> <li>• It has been agreed that there will be a phase 3 of the Baseline Personnel Security Standard (BPSS). There are 3 possible options of how phase 3 will be undertaken, and a decision needs to be made on which of these options is taken forward.</li> <li>• The Terms of Reference for the Employee Engagement and Wellbeing Steering Group were agreed at the meeting which was held on 15th December 2014.</li> </ul> <p>Scrutiny Comments: Progress was reported as part of the Quarter 2 performance item at the 25 November 2014 Committee.</p>

Activity Name	Overall Summary		Comment
	Nov 2014	Dec 2014	
<b>Adults Scrutiny Committee</b>			
<b>Programme</b>			
Care Act 2014 Programme	●	●	<p>Overall the Programme is on track for implementation on the 1 Apr 2015. There are challenges which continue to be met through the Programme Support Team and decisions through the Department Management Teams and Programme Board. Workstream summary: Prevention, Commissioning and the Market, Information and Advice, Assessment Care Planning and Eligibility, Workforce Planning and Development, IT, Comms, Safeguarding, Finance &amp; Dilnot, Carers-all have matrix and action plans in place and making progress. Safeguarding and Finance progress is reliant on further information/clarification from Department of Health.</p> <p>Scrutiny Comments: The Adults Scrutiny Committee considered a detailed report on the Care Act 2014 on 30 July 2014, which included section-by-section analysis of the Act. The Committee's Budget Report for 2015-16 Report, due to be considered on 23 January 2015, provides an update on the budgetary impact of the Act. The Committee is due to receive a presentation on 1 April 2015 from the Lincolnshire Carers and Young Carers Partnership on how carers would expect the Act's provisions to support them.</p>

Activity Name	Overall Summary		Comment
	Nov 2014	Dec 2014	
<b>Children &amp; Young People Scrutiny Committee</b>			
<b>Project</b>			
FWT Troubled Families	●	●	<p>The project continues to make progress and is on target to achieve Phase 1 requirements. Planning is still underway for Phase 2. In October 2014, FWT submitted a quarterly claim for those families which had achieved the outcomes necessary to be "turned around", attracting a payment to the local authority. 253 claims were made, of which 52 families achieved the ongoing employment outcome, moving into sustained employment. This means Lincolnshire has turned around 954 families countywide (70% of target, 1370 families). Lincolnshire has already identified and engaged all of its target number of families; turning them around remaining the only national target left to complete. Reaching 70% of the Lincolnshire target in October 2014, granted Lincolnshire early access to the second Phase of the Troubled Families programme (January 2015), due to begin formally in April 2015. This will allow Lincolnshire to participate in the final stages of shaping the next Phase of the programme before its details are finalised. The December 2014 Youth Homelessness report is attached for further information about service performance in the last 12 months.</p> <p>Scrutiny Comments: Progress was reported as part of the Quarter 2 Performance report considered at the meeting held on 28 November 2014.</p>
SEND Reform Implementation	●	+	<p>This is the last Highlight Report for this Project as it closes 13th January, 2015. All the benefits as laid out in this report have been assigned to a designated service area to monitor over the next 3 years. Their findings will be reported to the SEND Team for service development.</p> <p>Likewise, all the Project's issues and risks have been closed within this Project and have been allocated to the relevant service area who will mitigate and complete - advising updates of improvement and final closure to the SEND Team.</p> <p>All documentation has been signed off, implemented and available on the Local Offer.</p> <p>The SEND budget is assigned to Sheridan Dodsworth to set projections at GL level.</p> <p>Scrutiny Comments: Progress was reported as part of the Quarter 2 performance report at the 28 November 2014 meeting. A report on the lessons learned from the implementation of the SEND Reforms will be presented to the 5 June 2015 meeting.</p>
Youth and Community Development	●	●	<p>The project continues to progress, with a number of leases still with legal representatives under negotiation. Community lead delivery continues in the Centres which don't have interested Community Groups.</p> <p>Scrutiny Comments: Progress was reported as part of the Quarter 2 performance item at the 28 November 2014 Committee.</p>

Activity Name	Overall Summary		Comment
	Nov 2014	Dec 2014	
<b>Economic Scrutiny Committee</b>			
<b>Programme</b>			
Lincoln Castle Revealed	◆	◆	<p>Works are progressing, however the project continues to have its challenges which require managing and overcoming, these are outlined in the highlight report. The rear range is now in the possession of Realm however an issue relating to Listed Building Consent being granted has resulted in delay and suspension of work. The Magna Carta, Front Range and Externals are all in delay. Full revised programmes are available. The works to the walls continue to progress well however this work is now becoming weather dependant.</p> <p>The programme continues to remain a high level of concern and risk and this is monitored on a weekly basis with the contractor. The main risk remains with the Magna Carta Vault. Extra evening and weekend working has been agreed and is being undertaken by the contractors. This is being accompanied by 24 hours working (at the contractor's own expense).</p> <p>Scrutiny Comments: The Committee received a report on a Lincoln Castle Revealed Park and Ride scheme on 9 December 2014 and a report on Lincoln Castle Revealed: 2015 programme on 13 January 2015. An update on Lincoln Castle Revealed will be considered at the meeting on 24 February 2015 which will be followed by another visit to Lincoln Castle.</p>
<b>Project</b>			
Boston Barrier	●	●	<p>The project is being led by the Environment Agency (EA) with an £11million contribution from the County Council. The EA are continuing to progress the project through their internal business case and resource allocation processes and recently the project passed an important Gateway Assurance Review. In the meantime there have been river users' workshops held recently in Boston leading to a Task and Finish Group looking at options as to how the barrier will operate and the impact it will have on water level management. We have also jointly commissioned with the Environment Agency and Boston Borough Council an update to the economic benefits as a result of various water level management options being considered. A report on this will be going to Environmental Scrutiny on 30th January 2015 and Executive on 3rd February 2015.</p> <p>The current programme is as follows:- Spring 2014 – Winter 2015 Preliminary design and prepare 'Transport and Works Act Order (TWAO)' application. Winter 2015 – Spring 2017 TWAO applications considered by Secretary of State. Includes time for public inquiry. Summer 2017 – late 2019 Barrier construction and associated works Should there not be the need for a public inquiry this will shorten the programme by 6 months and reduce the costs accordingly. This scheme is reported regularly to the Flood and Drainage Management Scrutiny Committee</p> <p>Scrutiny Comments: The Environmental Scrutiny Committee received an update on the Scheme at its meeting on 4 December 2014. The Flood and Drainage Management Scrutiny Committee will receive a full report on progress at its meeting on 27 February 2015.</p>

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Activity Name	Overall Summary		Comment
	Nov 2014	Dec 2014	
<b>Overview and Scrutiny Management</b>			
<b>Programme</b>			
Implement Superfast Broadband	●	●	<p>The Invite to Tender (ITT) for the 2nd phase of funding is due to be launched, but has been delayed by a belated response to the Open Market Review by a fixed wireless operator. Broadband Delivery UK (BDUK) have advised LCC to consider the response fully which has created an additional delay to the ITT process as all of the affected coverage data has had to be amended.</p> <p>Lincolnshire's final Speed and Coverage Template, used to define the intervention area has been submitted to BDUK and has now passed its final assessment/audit.</p> <p>Further clarifications have been requested from the fixed wireless provider mentioned above, the deadline for their response is 7th January.</p> <p><b>Scrutiny Comments:</b> The Committee considered the Programme again on 27th November and was happy with the progress made. It was agreed that a further update would be presented to the Committee in approximately six months' time.</p>

Activity Name	Overall Summary		Comment
	Nov 2014	Dec 2014	
<b>Highways and Transport Scrutiny Committee</b>			
<b>Project</b>			
Grantham Southern Relief Road	●	◆	Judicial Review rejected by the Court, but Larkfleet have appealed further. Design was accelerated on King31-Ph1 and project is ready for tender; could be on site March April 2015. Design now continues on SQLR. Viability of King31 is still an unresolved issue and has become critical; could prevent tendering and hence start on site. Discussion still active with National Rail on ransom and technical design. Discussion still active with Highways Agency over connection to A1.
			Scrutiny Comments: Progress was reported as part of the Quarter 2 performance item at the 15 December 2014 Committee. The Committee noted that the Judicial Review had not yet been resolved but work was progressing on the King31 element of the project.
Lincoln East West Link Road Phase_1	●	●	Project is on time and on budget.
			Scrutiny Comments: Progress was reported as part of the Quarter 2 Performance item at the 15 December 2014 Committee. The Committee were pleased that preliminary works had now started.
Lincoln Eastern Bypass	◆	◆	Secretary of State failed to confirm CPO and SRO which delays programme and puts central government funding at risk. Planning consent granted for relocated non motorised user (NMU) bridge. Orders republished in October 2014, over 500 objections received. DfT have indicated Inquiry to be held in June 2015.
			Scrutiny Comments: Progress was reported as part of the Quarter 2 Performance item at the 15 December 2014 Committee. The Committee noted that a large number of objections had been received to the Compulsory Purchase and Side Road Orders. The Committee were advised at their meeting on 19 January 2015 that the Department for Transport had now decided to hold another Public Inquiry, which was likely to be held in the Spring.
Spalding Western Relief Road	●	●	No significant progress on Phase 1. Further design work to commence shortly for Phases 2 and 3. Spalding Transport Strategy gained Executive endorsement.
			Scrutiny Comments: Progress was reported as part of the Quarter 2 Performance item at the 15 December 2014 Committee.

Activity Name	Overall Summary		Comment
	Nov 2014	Dec 2014	
<b>Community and Public Safety Scrutiny Committee</b>			
<b>Programme</b>			
Library Needs Assessment Programme	♦	♦	On 3 December 2013 Executive approved the future direction and structure of the library service from May 2014 onwards, including the revised savings profile. A response to the court and claimant was sent on 24.2.2014. The new management and library staffing structures, opening times, new mobile routes commenced on 6 May 2014. Grant applications were received for all 30 of the current Tier 3 sites and a further 7 for potential future community hubs, but the loss of the Judicial Review in July 2014, the need to enter into negotiations with GLL and undertake a further period of public consultation has put these developments on hold. This process was completed on 31.10.2014. A panel established under the Council's Community Right to Challenge scheme met and recommended that the submission by GLL was a valid Expression of Interest and the was accepted by the Executive Councillor on 3.12.2014. Proposals for the future shape of the library service were published on 15.1.2015 and will be considered by the Community and Public Safety Scrutiny Committee on 27.1.2015 and the Executive is due to be taken on 3.2.2015
			Scrutiny Comments: Progress was reported as part of the Quarter 2 Performance item at the 10 December 2014 Committee. The Committee will be holding an extraordinary meeting on 27 January 2015 to undertake pre-decision scrutiny of the new proposals for library provision.
<b>Project</b>			
Contract and Maintenance of Fire Fleet	●	●	Following the marking of tenders, a contract was awarded to Lindum Plant to commence on 1st April 2015. The new equipment testing arrangements will be delivered to operational staff towards the end of the 1st quarter 2015. Residual testing arrangements to be delivered by Operational Support dept. are currently in hand to support the new contract from 1st April 2015.
			Scrutiny Comments: Progress was reported as part of the Quarter 2 Performance item at the 10 December 2014 Committee.
Future of Control Project LFR	●	●	The programme status is currently the same. The consortium are awaiting new go-live dates for each FRS from the supplier Capita. Lincolnshire currently have a risk associated to their technical officer who has left to take up another position outside the authority which has left the project with no technical support at this point in time. IMT to resolve this issue for LFR.
			Scrutiny Comments: Progress was reported as part of the Quarter 2 Performance item at the 10 December 2014 Committee. The Committee noted that a key member of staff had just tendered their resignation which may have an impact going forward.



### **Purpose of the report**

The purpose of this report is to present a summary of the number and nature of customer feedback received by Lincolnshire County Council from 1<sup>st</sup> October to 31<sup>st</sup> December 2014.

The Customer Experience report provides context on customer feedback and provides information about what customers tell us about their experience, when they contact the Council and receive services and the complaints they might have and the key issues for us to focus on to improve the services we provide.

The report also details the Key Performance Indicators used by the Council to measure the customer service provided to citizens, including experience and key performance information relating to the Customer Service Centre.

Complaints regarding individual schools follow their own complaint procedure.

## 1. Quarterly Summary of Complaints

Service Area	Total Received Q2 14/15	Total Received Q3 14/15	Not upheld	Partially Upheld	Upheld
<b>Corporate</b>	<b>76</b>	<b>54</b>	<b>21</b>	<b>19</b>	<b>14</b>
Environment & Economy	47	30	11	16	3
Finance & Public Protection	7	5	4	0	1
Public Health	19	14	2	3	9
Information & Commissioning	0	0	0	0	0
Children's Services	3	5	4	0	1
<b>Statutory</b>	<b>66</b>	<b>66</b>	<b>40</b>	<b>20</b>	<b>6</b>
Adult Care	32	37	19	13	5
Children's Care	34	29	21	7	1
<b>Total</b>	<b>142</b>	<b>120</b>	<b>61</b>	<b>39</b>	<b>20</b>

### Key to outcomes:

Upheld - Complaint has been verified and has been found that LCC are at fault.

Partially Upheld – Complaint has been verified and has been found that LCC are partially at fault.

Not Upheld – Complaint has been verified and has been found that LCC are not at fault.

### 1.1 Stages

Service Area	Stage 1	Stage 2	Stage 3	Ombudsman
<b>Corporate</b>	<b>54</b>	<b>7</b>	<b>0</b>	<b>5</b>
Environment & Economy	30	7	n/a	3
Finance & Public Protection	5	0	n/a	0
Public Health	14	0	n/a	0
Information & Commissioning	0	0	n/a	0
Children's Services	5	0	n/a	2
<b>Statutory</b>	<b>66</b>	<b>0</b>	<b>0</b>	<b>4</b>
Adult Care	37	0	n/a	1
Children's Care	29	0	0	3
<b>Total</b>	<b>120</b>	<b>7</b>	<b>0</b>	<b>9</b>

Stage 1 – Making a complaint - We aim to provide a final response within 10 working days from a Head of Service or nominated Manager within the relevant service.  
 Stage 2 – Review - If the customer is not satisfied with the response, they can request for the complaint to go to the next stage which is then dealt with at Director or Assistant Director level.

Stage 3 - only applies to Children's Services which is an independent panel.

Ombudsman – If the customer is still not satisfied with the way the complaint has been handled, they can contact the Local Government Ombudsman.

### 1.2 Breakdown of main areas

Service Area	Total Received	Not upheld	Partially Upheld	Upheld
Libraries & Heritage	7	0	0	7
Highways	16	5	10	1
Customer Service Centre	5	2	1	2
Transport	5	1	3	1
Environmental	2	1	1	0
Planning	0	0	0	0
Lincolnshire Road Safety Partnership	2	1	1	0
Technical Services Partnership	3	1	1	1
Regeneration	0	0	0	0
Enterprise	0	0	0	0
Registrations & Celebratory Services	2	0	2	0
Public Health	0	0	0	0
Business Support	2	1	0	1
Safer Communities	2	2	0	0
Youth Offending	0	0	0	0
Fire & Emergency Planning	1	1	0	0
Legal Services	2	2	0	0
Children's Services (non-statutory)	5	4	0	1
People Management	0	0	0	0
<b>Totals</b>	<b>54</b>	<b>21</b>	<b>19</b>	<b>14</b>

## 2. Impact of feedback

Main Themes Identified for upheld Complaints	Improvements or changes implemented as a result of customers complaints
Environment & Economy (Executive Director, Richard Wills)	
<p><b>Highways</b></p> <ul style="list-style-type: none"> <li>Condition of Outgang Road, Langtoft Fen.</li> </ul> <p><b>Technical Services Partnership</b></p> <ul style="list-style-type: none"> <li>Illuminated bollard not repaired within timescale.</li> </ul> <p><b>Transport</b></p> <ul style="list-style-type: none"> <li>Unreliable transport through the wheels to work scheme.</li> </ul>	<ul style="list-style-type: none"> <li>Complainant has been made aware that a pothole crew attended site, however, due to standing water the essential repairs could not take place. Customer informed that another visit is scheduled before the Christmas break.</li> <li>Complainant informed of scheduled completion date after contractor missed the target completion date.</li> <li>Complainant received an apology and a financial reimbursement from the scheme provider.</li> </ul>
Main themes identified for upheld complaints	Improvements or changes implemented as a result of customers complaints
Finance & Public Protection (Executive Director, Pete Moore)	
<p><b>Business Support</b></p> <ul style="list-style-type: none"> <li>Breach of Data Protection</li> </ul>	<ul style="list-style-type: none"> <li>Complainant received an apology, and been made aware that immediate action was to undertake an investigation to establish the cause of the breach. The investigation has established the facts around what happened and why, and procedures are being changed to reduce the risk of this happening again.</li> </ul>



**Customer Service Centre**

- Switchboard caller left on hold during transfer.
- Advice given regarding registering a death.

**Libraries & Heritage**

- Customer service in The Collection Play Centre.
- IT problems at Washingborough Library.
- Staff conduct at Boston Library.
- Staff conduct at Battle of Britain Memorial Flight.
- Lincoln Central Library closure.
- Property left at Gainsborough Library.
- Cutting down trees in Lincoln Castle.

- Complainant received an apology and advisors reminded of the procedure for transferring switchboard calls.
- Complainant received an apology and the matter has been discussed with the member of staff concerned.
- Complainant received an apology and the matter has been discussed with the member of staff concerned.
- Complainant received an apology and advised of a replacement modem fitted with staff instructed on rebooting if necessary.
- Complainant received an apology and the matter has been discussed with the member of staff concerned.
- Complainant received an apology and the matter has been discussed with the member of staff concerned.
- Complainant received an apology and informed the reason for the closure was due to staff training. The customer was made aware that the notice outside the library informing of the closure had been removed and a more secure method would be used in future.
- Complainant received an apology for the delay in being contacted and informed of a procedural review when dealing with lost property.
- Complainant received details on the proposal, including supporting documents. Information was provided on the trees being kept as well as the ones which were planning on being removed.

Information & Commissioning (Chief Information & Commissioning Officer, Judith Hetherington-Smith)	
No Upheld Complaints	
Children's Services (Executive Director, Debbie Barnes)	
<ul style="list-style-type: none"> <li>Breach of Data Protection</li> </ul>	<ul style="list-style-type: none"> <li>Complainant received an apology and the matter has been discussed with the member of staff concerned, including refresher training on handling data.</li> </ul>

### 3. Adult and Children's Social Care Statutory Complaints

Adult Statutory Complaints received by Area Office:	Quarter 2 2014/15	Quarter 3 2014/15
Learning Disability	2	2
Older People/Physical Disabilities	21	23
Customer Service Centre	0	0
18-64 Mental Health	0	1
Safeguarding Adults	1	0
Other	8	11
<b>Total</b>	<b>32</b>	<b>37</b>

Main themes identified for upheld complaints	Improvements or changes implemented as a result of customers complaints
Adult Care (Director, Glen Garrod)	
<ul style="list-style-type: none"> <li>Lack of contact after requesting a call back.</li> <li>Lack of communication regarding a change in care provider.</li> <li>Carers emergency plan not submitted.</li> <li>Lack of support after discharge from hospital.</li> </ul>	<ul style="list-style-type: none"> <li>Complainant received an apology and informed of discussions for a courtesy call back to be made if a social worker is dealing with another case.</li> <li>Complainant received an apology and has been advised that all staff have been reminded to check for alternative contacts if main contact is unavailable.</li> <li>Complainant received an apology and copy of their new plan. Provider reminded of contractual requirements around the submission of carers emergency plans.</li> <li>Complainant received an apology and advised of improvements in liaising with health colleagues to ascertain full discharge plan from hospital.</li> </ul>

- Direct payment & support plan not meeting required needs.

- Complainant informed that support plan and direct payment have been increased.

<b>Children's Statutory Complaints received by Area Office:</b>	<b>Quarter 2 2014/15</b>	<b>Quarter 3 2014/15</b>
Children	26	20
Children Looked After	4	2
Children with Disabilities	4	3
Other	0	4
Children Access	0	0
Children Family Support	0	0
<b>Total</b>	<b>34</b>	<b>29</b>

<b>Main themes identified for upheld complaints</b>	<b>Improvements or changes implemented as a result of customers complaints</b>
<b>Children's Services (Executive Director, Debbie Barnes)</b>	
<ul style="list-style-type: none"> <li>• Lack of regular and consistent counselling appointments.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular appointments booked and complainant informed of the dates of these sessions.</li> </ul>

#### 4. Ombudsman Complaints

There were 11 Complaints received by the ombudsman in Quarter 3, 2 of the complaints were Premature.

Category	Detail	Department	Fault/maladministration found?
Statutory	Conduct of two social workers	Children's Services	No fault found
Statutory	Conduct of a social worker and the delay in paying a direct payment	Children's Services	No fault found
Statutory	Paying too much in contributions towards care and LCC's charging policy didn't take all factors into account	Adult Care	No fault found, recommended carers assessment
Statutory	False allegations made against the family	Children's Services	No fault found
Premature Statutory	Incident in a care home	Adult Care	Passed back to LCC
Corporate	Refusal of LCC to provide free home to school transport	Transport	No fault found
Corporate	LCC's refusal to deal with trees near property	Highways	No fault found
Corporate	Drainage issues	Highways	No fault found
Corporate	School admission appeal	Children's Services	No fault found
Corporate	Conduct of a member of staff	Children's Services	No fault found
Premature Corporate	Failure to prune trees	Highways	Passed back to LCC

#### 5. Compliments and Comments

Service Area	Total Compliments Received	Total Comments Received
Corporate	81	0
Environment & Economy	38	0
Finance & Public Protection	16	0
Public Health	27	0
Information & Commissioning	0	0
Children's Services	0	0
Statutory	7	0

Adult Care	4	0
Children's Care	3	0
<b>Totals</b>	<b>88</b>	<b>0</b>

Examples of Compliments	Examples of Comments
<ul style="list-style-type: none"> <li>• Various compliments for works completed by highways.</li> <li>• Positive feedback received from 'how to protect your business' workshop.</li> <li>• 7 compliments for a conference ran by Lincolnshire domestic abuse.</li> <li>• Compliments for Lincolnshire Archives for information provided.</li> <li>• Compliments for Lincoln Castle, Museum of Lincolnshire Life and The Collection from visitors.</li> <li>• Compliments for social workers for their support with families.</li> <li>• Compliments for various Adult Care team members for their support.</li> </ul>	No comments received this quarter.

## 6. Customer Service Centre Key Indicators

### 6.1 Background

The Key Performance Indicators that have been introduced for the Customer Service Centre have been designed to ensure that both the efficiency and the quality of the service is measured. In the past, the CSC has largely been measured on the time to answer a call, which did not provide any meaningful information to enable improvements to be made. Equally, we know that for some of our more complex services, such as social care, customers are more concerned with the quality and breadth of support they receive than how quickly the call is answered.

These KPIs will form part of the Serco contract from April 2015.

### 6.1.1 KPIs in detail

#### **Experience Score (bigger is better)**

The experience score is designed to test the experience of our customers in accessing and using the services provided by the Customer Service Centre. Customers are offered an opportunity to take part in a short survey before they are connected to an adviser. If they opt into the survey, they receive a call back from a member of the Touchstone Team or selected Customer Services Advisers. This method ensures that we receive a true picture of the service they received.

Customers are asked nine questions:

How helpful was the adviser you spoke to?

How friendly was the adviser you spoke to?

How easy did you find it to understand the information you were given?

Did the adviser clearly explain what would happen next?

How confident were you that something would happen as a result of your call?

Did the adviser give you a clear timescale for the resolution of your enquiry?

How easy did you find it to contact us?

Based on your overall experience, how acceptable did you find the length of time to answer your call?

Overall, how did your experience of our service compare to your expectations?

Customers can also provide narrative feedback which is captured by the advisers and which forms part of the review of performance, and translated to an action plan where necessary.

Scores can be broken down to an individual service area so that we can see whether any particular service is performing particularly well, or requires improvement.

#### **Quality score (bigger is better)**

This indicator measures how well the Customer Service Centre is meeting the needs of the service areas it provides services for. As it is a small sample each month, this indicator is reported on a quarterly basis. Colleagues are asked to rate the Customer Service Centre against the following:

Keeps me appropriately informed

Communicates effectively

Listens effectively to my service's needs

Operates efficiently

Shows consideration and respect

Provides a valuable service

Follows through on promises/commitments

Maintains high standards

- Provides quality information
- Meets my expectations
- Handles problems well
- Makes it easy to work with them
- Responds promptly to our requests
- Treats me as a valued customer

\*The frequency of requests for responses from service areas depends on the volumes of contacts handled for the service, ranging from bi-monthly to annually. Narrative can also be provided and forms part of any action planning resulting in the feedback.

**First point resolution (bigger is better)**

This indicator measures the percentage of contacts that we are able to resolve fully within the Customer Service Centre without the need to refer the customer on to another colleague or service. There is a direct correlation between positive experience and first point resolution. Customer Service Advisers indicate whether the enquiry or service request was fully resolved at the end of the contact.

**Avoidable contact (smaller is better)**

This indicator highlights where contacts add no value to the customer. Examples of avoidable contact include a customer chasing a service that has not been provided within timescales, a customer contacting us as they don't understand information that has been sent out to them, or where they have been unable to find information on our website. The information that we collect helps to inform areas of improvement, and provide feedback to service areas. Advisers will indicate at the end of the contact whether it was avoidable or not.

**Abandoned Rate (smaller is better)**

This measures the number of calls that are abandoned once they have entered the Customer Service Centre telephony system. Resource planning is based on ensuring this remains below the target, with 10% generally being an industry standard. This provides us with a picture of whether we have the right resources at the right time; as people will hang up if they have to wait longer than they expect. This is a better measurement than time to answer, as customers have different expectations depending on the service they want to receive. The management team monitor the indicator on a daily basis and Team Leaders are able to see this on a real-time basis to enable them to move resource to stay within tolerance. This indicator is provided by the Avaya telephony system.

**6.2 Customer Service Centre KPIs – Quarter 3 2014/15**

	2014/15 Minimum Service Level	2014/15 Target	September Q2 (2014/15)	December Q3 (2014/15)	
Customer Experience Score	80%	85%	88%	91%	+
Quality Score	80%	85%	*	*	✖

First Point Resolution	<b>75%</b>	<b>80%</b>	77.2%	76.8%	✖
Avoidable Contact Rate	<b>25%</b>	<b>20%</b>	15.4%	13.1%	+
Abandoned Rate	<b>&lt;15%</b>	<b>&lt;10%</b>	9.1%	6.2%	+



# Finance Report

## **PURPOSE OF REPORT**

This report provides an update on spending compared with budgets for the financial year which started on 1 April 2014.

The tables in this report show the actual income and expenditure for ten months of the current financial year, along with the projections for spending and a comparison of the projections against the approved budgets.

## **BACKGROUND**

1.1 In summary:

- total revenue spending is predicted to be £5.124m less than the total budget (excluding the projected underspendings on Schools budgets);
- total revenue income is predicted to be £0.929m, more than the total budget as a result of additional grant income;
- general reserves at the year end are forecast on this basis to be within the 2.5% to 3.5% range at the upper end, estimated to be at 3.5% of the total budget based on current spending; and
- net capital spending is projected to be £1.683m less than the approved 2014/15 programme total.

## DISCUSSION

### Revenue

Table A (Position as at 30 January 2015)

REVENUE BUDGET MONITORING 2014/2015					
SERVICE	CURRENT BUDGET	EXPENDITURE	PROJECTED OUTTURN	UNDER OR OVER SPENDING	UNDER OR OVER SPENDING
	£'000	£'000	£'000	£'000	%
<b>SERVICE BUDGETS</b>					
Adult Care	147,171	106,019	146,571	-600	-0.4%
Public Health	41,919	32,842	40,347	-1,572	-3.8%
Public Health Grant Income	-28,506	-29,777	-27,165	1,341	-4.7%
Children's Social Care	49,018	42,039	51,467	2,449	5.0%
Education Services	57,750	41,929	54,867	-2,883	-5.0%
Highways and Transportation	49,716	40,367	49,716	0	0.0%
Environment, Planning and Customer Services	26,417	19,542	26,417	0	0.0%
Economy and Culture	12,391	8,994	12,391	0	0.0%
Finance and Resources	17,215	12,457	15,508	-1,707	-9.9%
Fire and Rescue	21,106	17,161	21,205	99	0.5%
Community Safety	19,218	15,094	18,403	-815	-4.2%
Performance and Governance	20,726	21,784	20,044	-682	-3.3%
<b>TOTAL SERVICE BUDGETS</b>	<b>434,141</b>	<b>328,451</b>	<b>429,771</b>	<b>-4,370</b>	<b>-1.0%</b>
Schools (Delegated Schools Budgets)	482,341	201,719	478,157	-4,184	-0.9%
Dedicated Schools Grant	-486,385	-219,692	-486,385	0	0.0%
Schools Related Expenditure	21,053	17,693	20,340	-713	-3.4%
Schools Budget (Other Funding)	-1,821	-9,083	-1,821	0	0.0%
<b>NET SCHOOLS BUDGET</b>	<b>15,188</b>	<b>-9,363</b>	<b>10,291</b>	<b>-4,897</b>	<b>-32.2%</b>
<b>OTHER BUDGETS</b>					
Contingency	1,670	0	1,670	0	0.0%
Capital Financing Charges	55,557	-551	54,258	-1,299	-2.3%
Other Budgets	1,313	885	1,313	0	0.0%
Corporate Redundancy Budget	2,006	1,597	2,551	545	27.2%
<b>TOTAL OTHER BUDGETS</b>	<b>60,546</b>	<b>1,931</b>	<b>59,792</b>	<b>-754</b>	<b>-1.2%</b>
<b>TOTAL EXPENDITURE</b>	<b>509,875</b>	<b>321,019</b>	<b>499,854</b>	<b>-10,021</b>	<b>-2.0%</b>
<b>MET FROM</b>					
Formula Grant	-124,575	-77,847	-124,575	0	0.0%
Business Rates	-102,301	-97,197	-102,143	158	-0.2%
Council Tax	-226,361	-181,089	-226,361	0	0.0%
Other Non Specific Grants	-15,397	-13,594	-16,484	-1,087	7.1%
<b>TOTAL MET FROM</b>	<b>-468,634</b>	<b>-369,727</b>	<b>-469,563</b>	<b>-929</b>	<b>6.9%</b>

### Adult Care

#### Summary

1.2 The forecast outturn as at 31 January 2015 is estimated to show an underspend of £0.600m against a budget of £147.170m.

1.3 Below illustrates the outturn position of all services areas within the Adult Care budget:

<b>Service Area</b>	<b>Budget (£m)</b>	<b>Outturn (£m)</b>	<b>Variance (£m)</b>
Older People	68.331	68.311	0.000
Physical Disabilities	12.265	12.265	0.000
Learning Disabilities	45.971	45.492	0.000
Mental Health	5.636	5.636	0.000
LARS/Day Centres	2.402	2.402	0.000
Infrastructure	12.565	12.265	-0.600
<b>Total</b>	<b>147.170</b>	<b>146.570</b>	<b>-0.600</b>

### Older Persons Commissioned Services

1.4 The Older Persons budget is projected to show a balanced budget at the end of the financial year.

1.5 Current analysis continues to highlight pressures in long and short term beds, with the latter as a result of Domiciliary Care providers not being able to pick up cases and to criteria changes around the use of 30 day beds in acute hospitals. There are also pressures within Domiciliary Care as we continue to divert away from residential placements where possible.

### Physical Disabilities

1.6 The Physical Disability budget is projected to show a balanced budget at the end of the financial year.

1.7 Long Term residential care gross costs are slightly over budget as at the end of December but homecare cost continue to underspend, although this can be mostly attributed to the decision of most new service users choosing a Direct Payment as their preferred home based service.

### Learning Disabilities

1.8 The Learning Disability (LD) service is currently projected to show a balanced budget at the end of the financial year.

1.9 Pressures for LD this year continue to be high cost places which are coming through from Children's as transition cases and complex cases which are being presented from the Adult community. Work is continuing regarding supported living options for these complex individuals but the costs would be of a similar nature and in some instances more.

### Mental Health

1.10 Mental Health services are delivered on behalf of Lincolnshire County Council by Lincolnshire Partnership Foundation Trust via a S75 agreement. The 2014/15 budget has been reduced to £5.636m compared to the 2013/14 budget of £6.313m as part of the ongoing plan to reduce the overall cost of the service by £2.375m over

four years between 2011/12 and 2014/15. It is expected that the service will deliver a balanced budget this financial year.

### The Local Authority Reablement Service (LARS)/Older Peoples (OP) Day Centres

1.11 The LARS service is delivered on behalf of Lincolnshire County Council by Lincolnshire Partnership Foundation Trust via a grant agreement worth £2.3m, with and additional £2m funded via the Better Care Fund. It is anticipated that the LARS service will deliver a balanced budget. The remaining £0.102m relates to services delivered at Stamford Day Centre and is also expected to deliver a balanced budget.

### Infrastructure

1.12 Infrastructure includes budgets for the Director of Adult Care, Policy and Development, Performance, Safeguarding and Finance; it also includes the budget for the Integrated Community Equipment Service.

1.13 It is anticipated that the infrastructure budget will be £0.600m underspent at the end of the financial year.

1.14 This is due to a number of factors across the infrastructure budget such as unfilled vacancies, increased income and contributions from other directorates.

### **Public Health**

1.15 The Public Health Service is currently projecting an underspend of £1.572m for 2014/15.

1.16 There is a projected underspend of £0.250m relating to the Lincolnshire Community Assistance Scheme (LCAS) . The scheme was budgeted for prudently, as there has been uncertainty about the demand that would be placed upon it following transfer of this local welfare support from DWP. The remaining underspend is due to staff vacancies being held pending a review of the staff structure within the Public Health Service (£0.592m) and savings on some healthcare contracts and prescribing costs (£0.730m).

1.17 Any underspend on the Public Health service that relates to functions supported by the ring-fenced grant, will require the grant received to be transferred to an earmarked reserve, to ensure the future use of the grant is in accordance with the grant conditions set out by the Department of Health. The outturn projection on the Public Health grant income has been adjusted by £1.341m to reflect this expected transfer to reserve in line with the underspend. This means that the overall position for the service will a £0.231m underspend.

### **Children's Services**

1.18 The last set of outturn projections were completed by Budget Holders in January. The financial position has changed very little since the projections of the

previous month, although significant pressures remain on children's social care budgets. The Directorate is projecting to underspend by £0.4m on the non Dedicated School Grant (DSG) budget in 2014/15.

1.19 The DMT members and Heads of Service met again in February to review the position. A group of Heads of Service is continuing to work with team leaders to identify steps that can be taken to contain cost pressures in this and future years.

1.20 No further outturn projections are scheduled to take place in this financial year, but high level monitoring will continue to help identify any material changes in the financial position.

## **Finance and Resources**

1.21 Finance & Resources are projecting a £1.707m underspend.

1.22 The projected under spend in Legal Services Lincolnshire has increased by £0.079m in the month to £0.779m. The under spend in total is due to Legal Services achieving a surplus on income within the year, and also savings made through the locum budget.

1.23 Treasury and Financial Strategy are also projecting an underspend of £0.691m. This is due to a receipt last month of a dividend payment from ESPO that wasn't included in the budget (£0.296m), and also an underspend against the carry forward underspend from last year plus the additional legal surplus budget (£0.395m).

1.24 Corporate Property are projecting a £0.250m underspend for the year made up from £0.086m of budget savings due to building closures, and a further £0.164m of budget savings in the year from the rationalisation programme.

## **Fire & Rescue**

1.25 The projected overspend has risen slightly to £0.099m due to the net effect of many under and overspends. It should be noted that this projection includes industrial action costs of £0.232m to date.

## **Community Safety**

1.26 There is a projected underspend of £0.815m.

1.27 Business Support are currently projecting a £0.545m under spend, this is based on current staffing levels, and, in anticipation of future restructures.

1.28 The Coroner's & Registration Services are currently showing a net projected overspend of £0.131m due to an increase in the long inquest payments from April 2014 which have now also been made pensionable.

1.29 Youth Offending are showing a projected underspend of £0.259m. This is largely due to a number of staff on fixed term contracts having recently left the service. In light of the FBR they are unable to fill these posts at the present time. Further savings have been projected this month within the training budget due to these staff reductions.

1.30 Safer Communities are projecting a slight decrease in their under spend due to £0.008m budget being transferred to the Capital budget to cover costs for the Metlab Garage. The new projection is now £0.142m which is largely due to the delayed start of the Voluntary Perpetrator Scheme.

## **Performance & Governance**

1.31 There is a projected underspend of £0.682m in Performance & Governance.

1.32 There is projected overspend of £0.359m in People Management due to the costs of workforce change for which there is no base budget, this is being offset by under spends within Performance & Governance.

1.33 There is a projected overspend of £0.024m in Information Management & Technology. This has reduced due to a budget virement from the Chief Executive budget that was previously reported as an underspend against an unallocated budget in that area.

1.34 There is a projected underspend in Performance & Programmes and the Chief Executive's area totalling £1.065m.

1.35 This is due to staff savings (£0.170m), the impact of the SMR implementation (£0.394m), and the cessation of the Commissioning for Lincolnshire project (£0.421m).

1.36 The £0.182m of carry forward/legal surplus allocation has now been allocated against the IMT budget above.

1.37 The Policy Resource budget is also underspent by £0.050m. The underspend is being offset by the costs of the judicial review, which is currently projected to be £0.120m.

## **Schools Budgets**

1.38 The projected underspend on the 2014/15 ring-fenced DSG has increased since the last report. There is still a significant budget pressure on the SEN Out of County budget. Nevertheless, the DMT remains confident that the DSG will not overspend in this financial year. Under DfE' regulations, any underspends have to be carried forward, and the Local Authority's proposals for using those funds will need to be considered by the Schools Forum in October 2015.

## Other Budgets

1.39 Capital Financing Charges are currently projecting an underspend of £1.299m. Capital financing charges are lower than originally planned due to slippage in the capital programme which has reduced the borrowing requirement for the year and hence interest payments on borrowing. The Council also plans to use internal balances to finance some of the capital programme in 2014/15, instead of taking external borrowing. This also reduces interest payments on borrowing.

1.40 The corporate redundancy budget has an annual budget of £2.006m, the current expenditure on this budget is £1.597m. At the end of the year there is a projected overspend of £0.545m mainly due to redundancy costs relating to the Senior Management Review. The overspend is expected to increase as a result of further staffing reviews over the coming months.

## Council's General Funding

1.41 The Council's general funding is currently projected to be £0.929m in excess of the revenue budget approved at full Council in February 2014. The most significant reasons for this projected increase of funding are as follows:-

- New Homes Bonus Returned Funding - £0.336m. At the time of budget setting, the Council had not been notified of the amount to be received in 2014/15. This is funding that was originally allocated from the 2014/15 Settlement to fund New Homes Bonus, with a commitment from the Government, that any funding not used for this purpose would be returned to local authorities.
- Rural Services Delivery Funding (*previously known as, Efficiency Support for Services in Sparse Areas*) - £0.171m. At the time of budget setting, the Council had not been notified of this additional funding. The Council had already been awarded £0.813m in recognition of the higher costs associated with delivering services in rural areas and added into the Revenue Support Grant. This £0.171m is the Council's share of an additional allocation of £2.000m awarded to the most rural councils and paid through a Section 31 Grant.
- Council Tax Freeze Grant 2014/15 - £0.018m. The actual amount of Grant allocated was higher than the original amount budgeted for.
- Business Rates Flood Relief Grant - £0.010m. In February 2014, the Government announced a temporary business rates relief for properties flooded due to adverse weather conditions. Boston Borough Council was awarded £0.040m resulting in the County Council receiving £0.010m.
- Special Educational Needs & Disability (SEND) Implementation Grant - £0.553m. This is a new non-ring fenced grant received in 2014/15 which was not known about at the time of setting the Council's Budget. The purpose of

the SEND Implementation Grant is to provide support in implementing SEND reforms.

- Business Rates-Pooling with Districts - £0.158m. We have been notified by the Pooling Administrator, North Kesteven District Council, that the income we will receive from business rates pooling will be £0.158m less than anticipated.

#### 1.42 Other General Funding matters:-

- Care Bill Implementation Grant - £0.125m. This is a new non-ring fenced grant received in 2014/15 from the Department for Health. This is to provide financial support to local authorities in dealing with their change management programmes in preparing to implement the Care Bill during 2014/15.
- Helping People Home Grant - £0.230m. This is a new non-ring fenced received in 2014/15 which was not known about at the time of setting the Council's Budget. The purpose of this grant is to help address the current pressures on acute hospitals because of delayed discharges to social care.



# Capital Programme

Table B (Position as at 30 January 2015)

Capital Programme	Gross Budget £'000	Gross Projection £'000	Gross Spend £'000	Variance £'000	Net Budget £'000	Net Projection £'000	Net Spend £'000	Variance £'000
<b>Highways and Transportation</b>								
Lincoln Eastern Bypass	2,000	2,000	1,474	0	2,000	2,000	1,474	0
Lincoln East-West Link	4,958	4,958	1,482	0	4,958	4,958	1,853	0
Grantham Southern Relief Road	800	800	702	0	0	0	702	0
A16/A1073 Spalding to Eye Road Improvement	-2,499	2,119	1,420	4,618	-2,499	2,119	1,420	4,618
Asset Protection	36,536	36,535	29,711	0	6,671	6,671	-528	0
Integrated Transport	11,172	11,172	7,933	0	3,749	4,262	-616	513
Other Highways and Transportation	33	33	14	0	33	33	14	0
<b>Sub Total</b>	<b>52,999</b>	<b>57,617</b>	<b>42,736</b>	<b>4,618</b>	<b>14,912</b>	<b>20,043</b>	<b>4,319</b>	<b>5,131</b>
<b>Economy and Culture</b>								
Historic Lincoln	6,981	6,981	6,646	0	-302	-302	7,605	0
Other Enterprise Schemes	213	213	33	0	213	213	33	0
<b>Sub Total - Enterprise</b>	<b>7,194</b>	<b>7,194</b>	<b>6,679</b>	<b>0</b>	<b>-89</b>	<b>-89</b>	<b>7,638</b>	<b>0</b>
Teal Park, Lincoln	342	342	1,300	0	342	342	1,306	0
Grantham Growth Point (Inc Southern Relief Road)	2,298	2,298	34	0	2,298	2,298	34	0
Lincoln Growth Point	968	967	1,024	0	968	967	1,023	0
Lincolnshire Waterways	1,025	1,025	489	0	1,025	1,025	169	0
Skegness Countryside Business Park	1,100	1,100	20	0	1,100	1,100	20	0
LEP Loan Scheme	0	0	0	0	0	0	-2,916	0
Other Regeneration Schemes	1,086	1,087	296	0	1,086	1,087	292	0
<b>Sub Total - Regeneration</b>	<b>6,819</b>	<b>6,819</b>	<b>3,164</b>	<b>0</b>	<b>6,819</b>	<b>6,819</b>	<b>-72</b>	<b>0</b>
Libraries and Heritage	77	77	-19	0	77	77	-42	0
<b>Sub Total - Libraries and Heritage</b>	<b>77</b>	<b>77</b>	<b>-19</b>	<b>0</b>	<b>77</b>	<b>77</b>	<b>-42</b>	<b>0</b>
<b>Sub Total</b>	<b>14,090</b>	<b>14,090</b>	<b>9,823</b>	<b>0</b>	<b>6,807</b>	<b>6,807</b>	<b>7,524</b>	<b>0</b>
<b>Environment, Planning &amp; Customer Services</b>								
Energy from Waste	4,320	-3	89	-4,323	4,320	-3	89	-4,323
Flood Defence	0	0	0	0	0	0	0	0
Other Environmental and Planning	1,178	1,178	1,010	0	1,178	1,178	1,010	0
<b>Sub Total</b>	<b>5,498</b>	<b>1,175</b>	<b>1,099</b>	<b>-4,323</b>	<b>5,498</b>	<b>1,175</b>	<b>1,099</b>	<b>-4,323</b>
<b>Childrens' Services</b>								
Devolved Capital	3,195	2,136	1,947	-1,060	1,800	2,136	522	336
Provision of School Places (Basic Need)	23,618	19,135	14,317	-4,482	12,562	12,488	4,799	-74
School Condition / Maintenance Capital	1,243	1,640	1,175	396	1,243	1,575	1,089	331
School Modernisation / Condition Capital	9,183	2,136	1,136	-7,047	2,431	2,136	-4,866	-295
Early Years Sufficiency / Extended Provision	471	342	317	-129	471	342	317	-129
Universal Infant Free School Meals	1,085	539	397	-546	0	0	-688	0
Schools Access Initiative	176	108	46	-68	176	108	46	-68
Foster Capital	254	301	137	47	254	255	137	1
Short Breaks for Disabled Children	102	93	82	-9	102	93	82	-9
Other Children's Services	1,703	1,134	827	-569	1,703	792	648	-910
Lincolnshire Secure Unit	30	51	51	21	0	5	-10	5
Lincoln Priory Academies	0	0	1	0	0	0	1	0
Skegness Academy	178	152	65	-26	178	152	65	-26
Sleaford - St George's Academy	150	150	133	0	150	150	133	0
University Academy Holbeach	267	245	231	-22	267	245	231	-22
Priory Ruskin Academy	1,699	1,697	1,484	-2	1,400	1,358	1,145	-43
Previous Project and Programmes	181	207	165	26	181	173	130	-8
<b>Sub Total</b>	<b>43,535</b>	<b>30,065</b>	<b>22,513</b>	<b>-13,470</b>	<b>22,918</b>	<b>22,006</b>	<b>3,785</b>	<b>-911</b>
<b>Community Services</b>								
Adult Care	2161	2161	326	0	313	313	-1,522	0
<b>Sub Total</b>	<b>2,161</b>	<b>2,161</b>	<b>326</b>	<b>0</b>	<b>313</b>	<b>313</b>	<b>-1,522</b>	<b>0</b>
<b>Corporate Services</b>								
Property	4,923	4,843	2,184	-80	4,923	4,843	2,184	-80
Property Rationalisation Programme	2,500	1,200	264	-1,300	2,500	1,200	264	-1,300
Property Contingency	0	0	0	0	0	0	0	0
Other Community Safety	54	54	16	0	54	54	16	0
Fire & Rescue and Emergency Planning	1,454	1,380	1,018	-74	569	495	132	-74
Fire Fleet Vehicles and Associated Equipment	1,141	1,015	597	-126	1,141	1,015	597	-126
<b>Sub Total</b>	<b>10,072</b>	<b>8,492</b>	<b>4,080</b>	<b>-1,580</b>	<b>9,187</b>	<b>7,607</b>	<b>3,193</b>	<b>-1,580</b>
<b>Performance and Governance</b>								
Broadband	14,241	14,241	3,626	0	200	200	-389	0
Infrastructure and Refresh	921	921	438	0	921	921	438	0
Replacement ERP System	7,000	7,000	0	0	7,000	7,000	0	0
CMPP	1,616	1,616	996	0	1,616	1,616	996	0
IMP Development	543	543	388	0	543	543	388	0
ICT Development Fund	0	0	0	0	0	0	0	0
<b>Sub Total</b>	<b>24,322</b>	<b>24,322</b>	<b>5,448</b>	<b>0</b>	<b>10,280</b>	<b>10,280</b>	<b>1,433</b>	<b>0</b>
<b>Other Programmes</b>								
New Development Capital Contingency Fund	3,230	3,230	0	0	3,230	3,230	0	0
<b>Sub Total</b>	<b>3,230</b>	<b>3,230</b>	<b>0</b>	<b>0</b>	<b>3,230</b>	<b>3,230</b>	<b>0</b>	<b>0</b>
<b>Total Programme</b>	<b>155,907</b>	<b>141,152</b>	<b>86,025</b>	<b>-14,755</b>	<b>73,144</b>	<b>71,461</b>	<b>19,833</b>	<b>-1,683</b>

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

### **Highways and Transportation**

1.44 The current overspend on the A1073 Spalding to Eye Road Improvement Scheme is £4.618m. This relates to land and compensation claims on the A1073 Spalding to Eye Road Improvement that have and still are being resolved through the lands tribunal. These tribunals are coming to an end, and will be concluded shortly. The over spend position also includes a £0.500m provision for future part 1 compensation claims. It is hoped these claims will be kept to a minimum. The Executive agreed at its meeting on 6<sup>th</sup> January 2015 to propose to full council that the Council will fund all of these costs.

1.45 Integrated Transport is £0.513m over budget, due to additional working outside the scope of the original contract on the Whisby Road Improvement scheme. These costs will be funded from the 2015/16 Integrated Transport allocation.

### **Environment, Planning and Customer Services**

1.46 The Energy from Waste plant is now operational and the overall scheme underspend is £4.323m. This is the result of efficient contract management, value engineering and non-use of the contingency allowance. The Executive have agreed at its meeting on 6<sup>th</sup> January 2015 to propose to full Council that £4.000m of this amount be used to reduce borrowing. The Executive also agreed that £0.323m be used to purchase necessary capital equipment at Louth, Grantham and Skegness household waste recycling centres.

### **Children's Services**

1.47 Children's Services Capital are currently projecting a variance within the current year budget of £0.911m which equates to 4%. Approximately £0.400m of anticipated expenditure on existing projects has slipped into 2015/16. This month has also seen a target change to transfer £0.500m into the capital programme to fund a recently identified scheme due to begin in the new financial year.

### **Corporate Services**

#### **Property**

1.48 Property are projecting a £1.380m variance for 15/16. This relates to £1.300m underspend relating to Kiely House purchase, as only 10% of the purchase price has

been paid this financial year, and £0.080m underspend against the Disabled Access programme.

## **Fire and Rescue**

1.49 The Fire Service budget has now been re-phased with £1.805m being moved into 15/16. This leaves a budget of £2.595m for 14/15 of which the current projection has a variance of £0.200m in year due to further expected slippages within programmes.

## **Capital Financing**

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

<b>NET CAPITAL PROGRAMME FUNDING</b>	
<b>Source of Financing</b>	<b>£'000</b>
Revenue Contributions to Capital	6,092
Capital Receipts	2,000
Borrowing	35,540
Capital Grants Reserves	26,200
Revenue Grants transferred into the Capital Programme	3,312
<b>TOTAL FUNDING</b>	<b>73,144</b>

## **RECOMMENDATIONS AND NEXT STEPS**

1.51 This report is for information.

