



County Offices
Newland
Lincoln
LN1 1YL

11 February 2016

Council

A meeting of the Council will be held on **Friday, 19 February 2016 in the Council Chamber, County Offices, Newland, Lincoln LN1 1YL, commencing at 10.00 am** for the transaction of the business set out on the attached Agenda. The attendance of all Councillors is requested.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Tony McArdle', written over a horizontal line.

Tony McArdle
Chief Executive

Membership of the Council (77 Members of the Council)

Councillors W S Webb (Chairman), T M Trollope-Bellew (Vice-Chairman), B Adams, M G Allan, W J Aron, A M Austin, Mrs V C Ayling, J W Beaver, Mrs P A Bradwell, D Brailsford, C J T H Brewis, A Bridges, Mrs J Brockway, M Brookes, K J Clarke, C J Davie, R G Davies, P M Dilks, S R Dodds, G J Ellis, R G Fairman, I G Fleetwood, R L Foulkes, A G Hagues, M J Hill OBE (Leader of the Council), J D Hough, D C Hoyes MBE, D M Hunter-Clarke, R J Hunter-Clarke, N I Jackson, A J Jesson, M S Jones, B W Keimach, Ms T Keywood-Wainwright, S F Kinch, R C Kirk, C E D Mair, C E H Marfleet, J R Marriott, R A H McAuley, D McNally, D C Morgan, N M Murray, Mrs A M Newton, P J O'Connor, Mrs M J Overton MBE, C R Oxby, C Pain, S L W Palmer, R B Parker, N H Pepper, R J Phillips, Mrs H N J Powell, Miss E L Ransome, Miss F E E Ransome, Mrs S Ransome, Mrs S Rawlins, Mrs J M Renshaw, R A Renshaw, Mrs A E Reynolds, P A Robinson, Mrs L A Rollings, R A Shore, Mrs N J Smith, Mrs E J Sneath, C L Strange, Mrs C A Talbot, A H Turner MBE JP, S M Tweedale, M A Whittington, P Wood, Mrs S Woolley, L Wootten, R Wootten, C N Worth, Mrs S M Wray and B Young

**COUNCIL AGENDA
FRIDAY, 19 FEBRUARY 2016**

Item	Title	Pages
1	Apologies for Absence	
2	Declarations of Councillors' Interests	
3	Minutes of the meeting of the Council held on 18 December 2015	5 - 16
4	Submission of Petitions	
5	Chairman's Announcements	
6	Questions to the Chairman, the Leader, Executive Councillors, Chairman of Committees and Sub-Committees	
7	Council Budget 2016/17	17 - 24
8	Pay Policy Statement	25 - 40
9	Members' Allowances 2016/17	41 - 56
10	Council Business Plan 2016/17	57 - 86
11	Amendment to Article 9 Officers and Part 3 (Responsibility for Functions) of the Constitution	87 - 94
12	Motions on Notice Submitted in Accordance with the Council's Constitution	

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

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

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing <http://www.lincolnshire.public-i.tv>

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www.lincolnshire.gov.uk/committeerecords



**COUNCIL
18 DECEMBER 2015**

PRESENT: COUNCILLOR W S WEBB (CHAIRMAN)

Councillors T M Trollope-Bellew (Vice-Chairman), B Adams, W J Aron, A M Austin, Mrs V C Ayling, J W Beaver, Mrs P A Bradwell, D Brailsford, C J T H Brewis, A Bridges, Mrs J Brockway, M Brookes, K J Clarke, C J Davie, R G Davies, P M Dilks, G J Ellis, R G Fairman, I G Fleetwood, R L Foulkes, A G Hagues, M J Hill OBE, J D Hough, D C Hoyes MBE, R J Hunter-Clarke, N I Jackson, A J Jesson, M S Jones, B W Keimach, Ms T Keywood-Wainwright, S F Kinch, R C Kirk, C E D Mair, C E H Marfleet, J R Marriott, R A H McAuley, N M Murray, Mrs A M Newton, P J O'Connor, Mrs M J Overton MBE, C R Oxby, C Pain, S L W Palmer, R B Parker, N H Pepper, R J Phillips, Mrs H N J Powell, Miss F E E Ransome, Mrs S Ransome, Mrs S Rawlins, Mrs J M Renshaw, R A Renshaw, P A Robinson, Mrs L A Rollings, R A Shore, Mrs N J Smith, Mrs E J Sneath, Mrs C A Talbot, A H Turner MBE JP, S M Tweedale, M A Whittington, P Wood, Mrs S Woolley, L Wooten, R Wooten, C N Worth, Mrs S M Wray and B Young

36 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors M Allan, S R Dodds, D M Hunter-Clarke, D McNally, D C Morgan, Miss E L Ransome, Mrs A E Reynolds and C L Strange.

37 DECLARATIONS OF COUNCILLORS' INTERESTS

Councillor A M Austin requested that it be noted that Alan Pickering, one of the people proposed for appointment as an Independent Person, was a resident in her ward and was well known to her, but had not spoken to her about this position.

**38 MINUTES OF THE MEETING OF THE COUNCIL HELD ON 18
SEPTEMBER 2015**

RESOLVED

That the minutes of the meeting of the County Council held on 18 September 2015 be approved as a correct record and signed by the Chairman, subject to it being amended that when the Council reconvened after lunch, the Vice-Chairman Councillor T M Trollope-Bellew was in the Chair.

39 SUBMISSION OF PETITIONS

(a) Petition requesting a zebra crossing in Long Bennington.

In accordance with the Council's petition Scheme, Mrs Allison Zachowicz spoke for not more than five minutes in explanation of the petition requesting a zebra crossing in Long Bennington.

It was reported that the Chief Executive had determined that the petition be referred to the Executive Councillor for Highways, Transport and IT.

(b) Petition requesting a designated crossing along the main road of Stickney

In accordance with the Council's Petition Scheme, Councillor Mrs V C Ayling, spoke on behalf of the residents of Stickney for not more than five minutes in explanation of the petition requesting a designated crossing along the main road of Stickney.

It was reported that the Chief Executive had determined that the petition be referred to the Executive Councillor for Highways, Transport and IT.

(c) Petition requesting road safety improvements to the B1188 junction at Dunston.

In accordance with the Council's Petition Scheme, Mrs Yvonne Bayliss spoke for not longer than five minutes in explanation of the petition requesting road safety improvements to the B1188 junction at Dunston.

It was reported that the Chief Executive had determined that the petition be referred to the Executive Councillor for Highways, Transport and IT.

(d) Petition in relation to the closure of Mablethorpe's High School

In accordance with the Council's Petition Scheme, Miss Michala Davies-Kearsley spoke for not longer than five minutes in explanation of the petition in relation to the closure of Mablethorpe's High School.

It was reported that the Chief Executive had determined that the petition be referred to the Executive Councillor for Adult Care and Health Services, Children's Services.

40 CHAIRMAN'S ANNOUNCEMENTS

The Chairman reported that he had continued to carry out his civic engagements with pride and represent this Council by meeting people and visiting places around the County.

The Chairman's Lady was thanked for supporting the Chairman on these engagements and also the Vice-Chairman and Lady, Councillor Martin Trollope-

Bellew and Rosemary Woolley, and also the Past Chairman and Lady, Councillors Ray and Linda Wootten, and Councillor Bill Aron and Amanda Job for providing representations at civic functions when the Chairman had been unable to attend.

Each year the poppy appeal went from strength to strength and this year was no exception. The Chairman reported it was an honour to be involved in the Royal British Legion's official launch at the Lincolnshire Aviation Heritage Centre. The Remembrance Day Service in Lincoln Cathedral was extremely moving and was attended by hundreds of people. The Chairman also attended a service to remember the Lincolnshire men killed during the Battle of Loos 100 years ago.

He was delighted to attend the Lincolnshire Fire & Rescue Long Service and Good Conduct Award Ceremony where there was the opportunity to meet and talk with the recipients of this prestigious and well deserved award.

It was with regret that the Chairman reported the death of former County Councillor Chris Farrar, who represented the Hough electoral division from May 2005 until May 2013.

Councillors stood in silent memory and afterwards paid tribute to the late former County Councillor Chris Farrar.

The Chairman advised that a list of civic engagements since the last meeting of this Council was available from the Civic Officer on request.

41 STATEMENTS/ANNOUNCEMENTS BY THE LEADER AND MEMBERS OF THE EXECUTIVE

Statements by the Leader and Members of the Executive had been circulated with the agenda.

Councillor M J Hill OBE, Leader of the Council, made an additional statement, advising Council that on Monday, 14 December 2015, the final recommendations from the Local Government Boundary Commission for England, following a review of divisional boundaries in Lincolnshire, had been received. There was a need, either as a Council, as individuals or as groups to make arrangements to respond to the consultation on these final recommendations. This would be discussed by Group Leaders prior to the 8 February 2016 deadline for responses.

42 QUESTIONS TO THE CHAIRMAN, THE LEADER, EXECUTIVE COUNCILLORS, CHAIRMAN OF COMMITTEES AND SUB-COMMITTEES

Questions pursuant to Council Procedure Rule 10.3 were asked and answered as follows:

<u>Question by</u>	<u>Answered by</u>	<u>Subject</u>
(a) P M Dilks	Mrs P A Bradwell	Assistance for people leaving hospital

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(b) Mrs M J Overton MBE	M J Hill OBE	Future of local government finance
(c) R Wootten	M S Jones	Update on financial settlement
(d) R L Foulkes	R G Davies	Potential for devolution of highways functions to town/parish councils.
(e) J D Hough	M J Hill OBE	Finance settlement
(f) P Wood	R G Davies	Need for robust comments on district council planning applications.
(g) Mrs S Ransome	R G Davies	Reporting of anti-social behaviour by Civil Parking Officers
(h) Mrs S Rawlins	C J Davie	Government announcement regarding the granting of fracking licenses.
(i) C Pain	C J Davie	Maintenance on the River Steeping for flood prevention
(j) R B Parker	M J Hill OBE	Finance settlement
(k) A M Austin	R G Davies	Need for parking enforcement around schools
(l) C J T H Brewis	M J Hill OBE	Update on libraries
(m) N I Jackson	C J Davie	Training for housebuilding skills
(n) R G Fairman	R G Davies	Street lights on roundabouts
(o) S L W Palmer	M J Hill OBE	Service reductions
(p) K J Clarke	C N Worth	Savings made through changes to libraries

(q) Mrs H N J Powell	M J Hill OBE	Changes to the Council's Petition Scheme
(r) Mrs V C Ayling	M S Jones	Cost to the Council of being part of the LGA
(s) J R Marriott	C N Worth	100 th anniversary of the first battle of the Somme in 2016.
(u) R C Kirk	Mrs S Woolley	Assurance that LCAS service would continue

43 GREATER LINCOLNSHIRE DEVOLUTION - INTERIM GOVERNANCE PROPOSALS

A report by the Chief Executive had been circulated.

It was moved, seconded and

RESOLVED

That the Council:

1. Support continued formal engagement by the Leader of the Council and the Chief Executive with Government with a view to the Greater Lincolnshire Devolution Expression of Interest, submitted to the Government on 4 September 2015, being developed into a fit for purpose devolution document.
2. Subject to confirmation from Government that the Greater Lincolnshire submission was to be negotiated to detailed deal stage support in principle the carrying out of a governance review, as described in the report, to commence no sooner than January 2016 such review to be conducted, to the fullest extent envisaged by the Act, as a formal governance review under section 108 of the Local Democracy, Economic Development and Construction Act 2009.
3. Subject to the outcome of any governance review, supports in principle the establishment of a combined authority for the Greater Lincolnshire geography if that was the most effective and efficient means of securing strategic economic (and related) growth.
4. Endorse the principles set out in Appendix C of the report as those that should underpin and inform the establishment of any formal governance arrangements between the ten Councils.
5. Support in principle the appointment in any event of a joint committee under section 102 (1(b)) of the Local Government Act 1972, to exercise the functions and responsibilities referred to in this report and operating as the Greater Lincolnshire Leadership Board.
6. Delegate to the Chief Executive, in consultation with the Leader of the Council, authority to approve the final scope and form and commencement of the

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governance review referred to in recommendation 2 and the appointment and detailed arrangements (including membership, terms of office and area of authority) of the joint committee referred to in recommendation 5.

7. Resolves that further reports be presented to Council and Executive as appropriate as the Devolution process develops.

44 **REVIEW OF SCRUTINY**

A report by the Chief Executive had been circulated.

It was moved, seconded and

RESOLVED

1. That the Council welcomes the independent report following a review of scrutiny arrangements at Lincolnshire County Council.
2. That the Council endorses the recommendations contained within the report and invites the Overview and Scrutiny Management Committee to oversee the implementation of Recommendations 1 – 15 with immediate effect.
3. That in relation to Recommendation 15 in the independent report, the Council transfers responsibility for the scrutiny of the Council's budget and performance from the Value for Money Scrutiny Committee to the Overview and Scrutiny Management Committee and amends the Council's constitution accordingly.
4. The Council supports a revision of the governance structure for scrutiny, along the lines of the 5 + 1 model put forward by Dr Young and invites the Overview and Scrutiny Management Committee to consider the detail of such an arrangement for implementation after the County Council election in 2017.

45 **REVIEW OF AUDIT COMMITTEE TERMS OF REFERENCE**

A report by the Executive Director Finance and Public Protection had been circulated.

It was moved, seconded and

RESOLVED

1. That Council consider the new terms of reference attached at Appendix B to the report.
2. That the Council approve the new terms of reference and approve amendments to the Council's Constitution to replace the wording in Article 7 of the Constitution relating to the Audit Committee with the wording at Appendix B to the report.

46 APPOINTMENT OF INDEPENDENT PERSONS

A report by the Head of Democratic Services and Statutory Scrutiny Officer had been circulated.

It was moved, seconded and

RESOLVED

That Mr Alan Pickering and Dr Christopher Riley be appointed as Independent Persons.

47 APPOINTMENT TO EASTERN SHIRES PURCHASING ORGANISATION (ESPO) - MANAGEMENT COMMITTEE

A report by the Executive Director responsible for Democratic Services had been circulated.

It was moved, seconded and

RESOLVED

That Councillor R L Foulkes be appointed to the Eastern Shires Purchasing Organisation (ESPO) Management Committee.

48 MOTIONS ON NOTICE SUBMITTED IN ACCORDANCE WITH THE COUNCIL'S CONSTITUTION

(1) Motion by Councillor J D Hough

It was moved, and seconded that

This council is seriously dismayed about the problems that have occurred and continue to happen with the new back office outsourcing being delivered – or not delivered - by Serco.

Since April 1st when the new contract began there have been thousands of delays, errors and mistakes in wages paid or not paid to employees, in unpaid bills to suppliers and in the provision of information and new systems.

This disastrous performance has

- affected the ability of the County Council to carry out its own functions
- had a major impact on the county's schools trying to use the Agresso system
- failed to deliver new IT systems for front line services.

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The council notes that a great deal of work has been done both by the council and by the supplier to try and sort out the shambles that has been created and Serco has made a commitment that the problems will be sorted in the next few months.

However there have been numerous reports of teachers still not being paid properly and schools having problems with non – payment of bills.

Schools have been unable to access reliable information about their spending for this year and at a time of financial strain this means they can't plan for next year either. Their reputation in their own communities as a good employer and purchaser of local goods and services will take years to regain.

The failures of the new system are also preventing the implementation of improvements in the front line for social workers who instead of having an IT system fit for purpose from 1st April this year will have to wait at least a year before having it up and running.

Overall, the handling of the new contract has been a disaster for both schools and the council. The combination of a new contractor together with a new IT system that Serco had no experience of setting up was always going to be high risk, it could be argued foolhardy.

This is another failure of proper scrutiny of a major new contract and a dash for outsourcing at the cheapest price regardless of quality and the likely impact on the council, its services and on schools. The council notes that what happened could have been prevented if those councillors on scrutiny who expressed concerns had been listened to.

The Council therefore calls on the executive to:

1. Issue a public apology to all the schools, to all the employees, and to all the suppliers who have been affected by this,
2. Ensure that a full investigation is carried out into
 - a) what went wrong with the awarding of the contract and
 - b) why eight and a half months after Serco was supposed to take over these functions the contract as agreed is still not being properly implemented as expected,
3. Set up a task force to work with all the local authority schools to support them in their dealings with Serco,
4. Ensure that schools and staff are properly and fully compensated for stress suffered and for the additional work that they have had to do. While waiting for the level of compensation for schools to be agreed by Serco, the first call on the money the Council has already received from Serco due to contract failures should be to

provide funds to schools to ensure none of them or their staff are out of pocket due to this disaster.

An amendment by Councillor M J Hill OBE was moved and seconded as follows:

This council is seriously concerned about problems which have occurred and continue to happen with the new back office outsourcing being delivered by Serco.

The council notes that a great deal of work has been done both by the Council and by the supplier to rectify the situation and Serco has made a commitment that the problems will be sorted out in the next months.

We also note the progress made and the fact that Serco have invested considerably to resolve the issue and the progress made so far. The council does expect costs to be recovered from Serco which has received a positive response.

It is the intention of the Executive to undertake a review once Serco have ensured that the new systems are working correctly which will review lessons learnt from the award of the contract and its commencement.

In the interim a cross-party Recovery Board has already been set up which will monitor progress and advise the executive and management.

There is now considerable support and communication to schools to help them deal with local issues and an enhanced help desk arrangement for them and suppliers with particular problems.

The contract was awarded following a rigorous tendering process which was fully compliant with EU legislation and will engender around £14million of savings for the council for its duration. This will be in addition to the 20% savings achieved when back office services were first outsourced in 2000.

It is proposed that the Motion relating to Serco is amended to read as follows:

This Council:

- (1) notes that Serco have issued an apology relating to the performance of new systems;
- (2) notes that the Executive intends to commission a full investigation once systems are working correctly, which will include:
 - a) any lessons that may be learnt about the award of the contract; and
 - b) why eight and a half months after Serco was supposed to take over various functions, the contract as agreed is still not being properly implemented
- (3) notes that the Executive has already established a Recovery Group to monitor the implementation of Serco's contract;
- (4) notes that schools and staff have had additional work and pressures as a result of system; and requests the Executive to seek recovery of additional costs from Serco.

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A vote was taken on the amendment, and upon being put to the vote, was carried. This then became the substantive motion.

The motion, on being put to the vote was carried. Therefore it was

RESOLVED

This Council:

- (1) notes that Serco have issued an apology relating to the performance of new systems;
- (2) notes that the Executive intends to commission a full investigation once systems are working correctly, which will include:
 - a) any lessons that may be learnt about the award of the contract; and
 - b) why eight and a half months after Serco was supposed to take over various functions, the contract as agreed is still not being properly implemented
- (3) notes that the Executive has already established a Recovery Group to monitor the implementation of Serco's contract;
- (4) notes that schools and staff have had additional work and pressures as a result of system; and requests the Executive to seek recovery of additional costs from Serco.

(2) Motion by Councillor Mrs M J Overton MBE

It was moved and seconded that

Europe was set up originally as a trade partnership, so European companies bid for our services on an equal basis. Now our government's representatives in Europe are promoting a Trans Atlantic Trade Investment Partnership (TTIP) which will widen it to include the USA, so companies based from the USA are equal bidders for English contracts, as well as companies from the EU. Conflicting figures have been mentioned regarding the financial gain or loss to our country. There is no clarity, the government describing it as "impossible to model".

TTIP itself does not open our services to competitive tender from the USA, but we have the Localism act. As Lincolnshire found to our cost in the courts, the "Community right to bid" to take over the running of Council services, is wider than the "local community". It includes any company in the UK. With TTIP, it would have to include any American company as well. Opening it up to companies operating from America would be an added unwanted step to further globalization, possibly without payment of some British taxes. This could give them an unfair advantage over British businesses. Worse, if our government wanted to make changes in legislation that affected their business, they could demand compensation for loss of profits from a confidential tribunal.

This Council calls on the Minister for Trade and Commerce and our Prime Minister to ensure

- a) That the TTIP proposals in detail are published this year, to give a chance of better public involvement
- b) That all public services will be excluded
- c) That standards in food safety are raised not lowered
- d) That disputes are taken through judicial courts held in public, not a tribunal in secret
- e) That any final agreements come back through our own parliament before any agreement is made

Upon being put to the vote, the motion was lost

The meeting closed at 4.15 pm

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

Report to:	County Council
Date:	19 February 2016
Subject:	Council Budget 2016/17

Summary:

Council Budget 2016/17

The appended Budget Book - "Council Budget 2016/17" describes the budget and council tax proposals recommended to the full Council by the Executive.

Recommendation(s):

It is recommended that the Council:

1. considers the responses to the consultation on the Council's budget proposals as contained in the appended Budget Book (**Appendix D** "Budget Consultation");
2. considers the Section 151 Officer's Statement on the Robustness of the Budget and the Adequacy of Reserves as set out in the appended Budget Book (**Section 10** - "Section 151 Officer's Statement on the Robustness of the Budget and Adequacy of Reserves");
3. considers the Impact Analysis relating to increasing the Council Tax by 3.95% in 2016/17 set out in the appended 'Budget Book' (**Appendix C** – Equality Impact Analysis relating to increasing the Council Tax by 3.95% in 2016/2017).
4. approves:
 - 4.1 the service revenue budgets for 2016/17 contained in the appended Budget Book, (**Table 2** "Net Service Revenue Budget 2016/17");
 - 4.2 the capital programme and its funding contained in the appended Budget Book (**Section 7** "Capital Programme") and (**Appendix M** "Capital Programme");
 - 4.3 the County Council element of the council tax for a Band D property at £1,128.83 for 2016/17 contained in the appended Budget Book (**Appendix B**

"County Precept 2016/17");

as together being the Council's Budget.

5. approves the Council's Financial Strategy contained in the appended Budget Book (**Appendix E** "Financial Strategy");

6. approves the prudential targets for capital finance and notes the prudential indicators contained in the appended Budget Book (**Appendix L** - "Prudential Indicators");

7. approves that the minimum revenue provision (MRP) be based on the asset life method and made in equal instalments over the estimated life of the assets acquired through borrowing as set out in the appended Budget Book (**Section 9** "Minimum Revenue Provision").

1. Background

1.1 The Provisional Local Government Finance Settlement, issued on 17 December 2015, provided the Council with levels of funding for 2016/17. These figures have now been updated in the final Local Government Finance Settlement announced on 8 February 2016. There have been two amendments to the Provisional Finance Settlement. These are an additional £5.180m of Rural Services Grant and £0.011m of Transitional Grant. These two grants have been incorporated into the Council budget for 2016/17 and have been used to reduce the amount of funding required from the Financial Volatility Reserve in 2016/17.

1.2 The recommended budget is based on a one year financial plan for revenue and capital budgets. For the second year running the Council is only able to set a one year budget. This is due to the continued significant reductions in government funding, growing cost pressures from demand led services such as adult and children's social care and the Council's and its contractors' responsibility from 2016/17 to pay staff the National Living Wage. These pressures mean the Council has been unable, at present, to develop sustainable long term financial plans beyond the next twelve months.

1.3 The Council is recommended to set a Council Tax increase of 3.95%.

Consultation

1.4 The Executive put forward a budget for consultation at its meeting on 5 January 2016. Since that time comments have been received from all Scrutiny Committees and the Overview and Scrutiny Management Committee, Businesses, Public Organisations, Trade Unions and members of the public.

1.5 A summary of these comments is included within **APPENDIX D** of the appended 'Budget Book' and have been taken into account whilst finalising the budget proposals. The majority of the comments are supportive of the budget.

Legal Issues

1.6 There are a number of issues that the Council must have regard to in determining the budget to include:

- The need for consultation
- The Public Sector Equality Duty under section 149 of the Equality Act 2010
- The Child Poverty Strategy
- The Joint Strategic Needs Assessment
- The Joint Health and Wellbeing Strategy
- The Duty under section 17 of the Crime and Disorder Act 1998

1.7 In terms of consultation, a consultation has been conducted and members are referred to **APPENDIX D** of the appended 'Budget Book'.

1.8 In addition to this budget consultation, certain service changes that may be necessary to meet budget savings targets may themselves require consultation. This will be kept under review on a case by case basis and where consultation is required by law, that consultation will be conducted before changes are carried out.

1.9 The Council must be mindful of its obligations under the Equality Act 2010 and the special duties the Council owes to persons who have a protected characteristic as the duty cannot be delegated and must be discharged by the decision maker. The duty is for the Council, in the exercise of its functions, to have due (that is proportionate) regard to the need to:

1. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
2. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
3. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it: Equality Act 2010 s 149(1).

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation: s 149(7).

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

- a. Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;

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

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

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

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

1.14 A reference to conduct that is prohibited by or under this Act includes a reference to:

- i. A breach of an equality clause or rule.
- ii. A breach of a non-discrimination rule.

1.15 These equality considerations do not preclude changes in services being made, but do require that these be fully appreciated. It is clear that the current and future financial challenges facing local authorities and the need for budget savings will result in changes to service provision and to some reduction in Council services. These will apply to services accessed by all people in Lincolnshire as well as services provided to specific groups. It is possible that there may be an adverse impact on some people and communities including those with a protected characteristic.

1.16 In order to meet its obligations equality impact analyses will be carried out in relation to any proposed changes to services on an individual basis. The specific impacts on people with a protected characteristic will be investigated and the potential mitigation if any will be made clear, so that the implications of decisions are fully understood as they affect specific groups and communities. These have been and will continue to be, regularly reported to the Executive as part of the decision making processes.

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

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

1.18 Approval of the budget is not a final decision about what the Council's services will be or about how much money will be saved under any particular proposals. Individual proposals will only be implemented after due regard to the legal matters that must be considered including the public sector equality duty, Child Poverty Strategy, Joint Strategic Needs Assessment and Joint Health and Well-being Strategy, the duty under section 17 of the Crime and Disorder Act 1988 and, where required, consultation.

1.19 As part of its decision-making the Executive will need to consider whether any alternative approaches could alleviate or at least mitigate the impact of the decision such as making reductions in other areas which do not have the same impacts, including particularly equality impacts. The result could be to require additional resources to be used in certain areas than has been budgeted for. In this event the usual budget management processes such as virement would be followed and approval sought at the appropriate levels in accordance with Financial Regulations including full Council where necessary. In particular a contingency has been built into the budget proposals in the form of the Financial Volatility Reserve (the balance is estimated to be £22.669m after use to balance the 2016/17 budget) and the annual Contingency budget of £4.000m for 2016/17, for when additional funding cannot be found by way of virement from other service areas.

2. Conclusion

2.1 The budget proposals aim to reflect the Council's priorities whilst operating within reduced resources and include funding essential cost pressures of £31.158m and savings of £42.759m. They are based on a use of the Financial Volatility Reserve of £18.965m and a 3.95% increase in Council Tax.

3. Legal Comments:

Robust decision making requires that the results of the Council's budget consultation as well as the Section 151 Officer's Statement on the Robustness of the Budget and the Adequacy of the Reserves and the Impact Analysis on the 3.95% increase in Council Tax are taken into account by the County Council in coming to its decision. Compliance with recommendations 1, 2 and 3 ensures that this is done.

With regard to recommendation 4 under the law and the Constitution it is for the County Council to approve the Budget.

With regard to recommendation 5 approval of the Financial Strategy is within the

remit of the Council.

With regard to recommendation 6, Section 3 of the Local Government Act 2003 requires a local authority to determine and keep under review how much money it can afford to borrow. The determination must be made by County Council. The prudential targets include the Council's borrowing limit and must therefore be approved by the County Council.

Regarding recommendation 7, the requirement to make a minimum revenue provision that is prudent is a requirement of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 and the statutory guidance that accompanies the regulations. Minimum revenue provision is relevant to the control of the Council's capital expenditure and must be referred to the County Council for approval.

The legal position in relation to the recommended level of Council Tax is set out in paragraph 3.10 of the Budget Book.

4. Resource Comments:

The budget proposals are consistent with the Council's Financial Strategy.

The robustness of the budget proposals and the adequacy of the reserves held by the Council are considered in Section 10 of the appended Budget Book. This concludes that the budget is realistic and that the level of reserves is adequate.

5. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

These are set out in the appended Budget Book (**APPENDIX D** - Budget Consultation).

d) Policy Proofing Actions Required

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

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Attached separate booklet - "Council Budget 2016/17" - the budget book

7. Background Papers

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

Document title	Where the document can be viewed
Report to the Executive 5 January 2016 "Council Budget 2016/17"	Committee Services
Report to the Executive 2 February 2016 "Council Budget 2016/17"	Committee Services

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

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

Report to:	County Council
Date:	19 February 2016
Subject:	Pay Policy Statement

Summary:

The Localism Act 2011 requires all local authorities to agree pay policy statements, which are compliant with the provisions of the Act, annually at a Full Council meeting and then subsequently to publish them.

The Council is requested to note that the pay scales for the majority of employees determined by national agreements remain the same as in the 2015-16 Pay Policy Statement, as national pay negotiations for 2016-17 are still ongoing.

Recommendation(s):

The recommendation of the Pay Policy Sub-Committee is that Full Council agrees the Pay Policy Statement at Appendix A.

1. Background

The requirements for Councils formally to adopt Pay Policy Statements was introduced in the Localism Act 2011, followed by guidance from DCLG. In line with this guidance it is considered for the Pay-Policy Sub-Committee to consider the Statement before it is presented to Full Council for approval. The Statement itself has been prepared in line with the requirements of the legislation and the best practice put forward in the guidance.

2. Conclusion

The Pay Policy Statement sets out the County Council's policy on pay and conditions for senior managers and employees (excluding operational fire fighters and schools based employees). This ensures the Council has a fair and transparent approach to these matters.

3. Legal Comments:

By publishing the Council's Pay Policy annually ensures compliance with the Localism Act 2011.

4. Resource Comments:

This Policy ensures that all senior managers and employees are treated fairly and transparently.

5. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The approval of the Pay Policy Statement is a decision for Full Council to make under the legislation and is accordingly not subject to call-in.

d) Policy Proofing Actions Required

n/a

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Pay Policy Statement

7. Background Papers

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

This report was written by Fiona Thompson, who can be contacted on 01522 552207 or fiona.thompson@lincolnshire.gov.uk



Employment Manual

PAY POLICY STATEMENT

For year 2016/2017
People Management Service

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1 INTRODUCTION

This Pay Policy Statement sets out Council policy on pay and conditions for senior managers and employees (excluding operational Fire Fighters and schools' based employees) for 2016-17

The Council aims to attract and retain employees to deliver the Council's objectives. In determining pay policy for senior managers and all other employees, the Council is committed to ensuring a fair and transparent approach. Within this, it is recognised that different approaches may be required between groups of employees reflecting factors such as difficulties in attracting and retaining key skills.

2 KEY PRINCIPLES FOR PAY POLICY

- To be fair, reasonable and transparent
- To be affordable
- To reward employees for their contribution to the Council's achievements
- To maintain rates of pay which are both competitive in the market place and reflect the need to retain key skills

3 EMPLOYEES IN SCOPE OF THE PAY POLICY STATEMENT

This Pay Policy Statement covers all employees (except teachers and uniformed fire fighters except those defined as Senior Managers.) As such, it goes wider than minimum legal requirements of the Localism Act 2011.

4 THE SENIOR MANAGEMENT PAY STRUCTURE

Senior Managers are defined for this purpose as the Chief Executive; Executive Directors – (referred to as Chief Officers); Chief Fire Officer, Deputy Chief Fire Officer, Assistant Chief Fire Officer and Senior Leadership Pay Band. The senior pay structure is attached at Appendix A.

Chief Executive and Executive Directors

Remuneration is determined by the Pay Policy Sub-Committee and is based on salary comparison against similar posts in other Shire Counties in the Eastern and Midlands region, against the market place and taking into account information from the annual NJC Salaries & Numbers Database. The aim is to ensure the Council retains and motivates key employees by maintaining rates of around median pay which are both competitive in the market place and reflect the need to retain key skills. The Chief Executive post is paid on a spot salary¹. Executive Director posts are all paid at the same single spot salary point because all roles have collective responsibility for the success of all service areas and for the Council as a whole.

Senior Leadership

Remuneration is determined by the Head of Paid Service and underpinned by the Hay Job Evaluation Scheme. Employees will be appraised in line with agreed objectives. Periodically the pay structure will be reviewed to ensure that salaries offered are competitive in the market place, taking into account the advice set out in the Joint Negotiating Committee² (JNC) for Chief Officers of Local Authorities Conditions of Service.

¹ See Glossary Page 12

² See Glossary Page 12

Fire & Rescue Service Management Team

The pay structure is determined in line with the NJC for Brigade Managers (Gold Book³) with the Deputy Chief Fire Officer and Assistant Chief Fire Officer receiving 80% and 75% respectively of the Chief Fire Officer salary.

In accordance with the 2011 Code of Recommended Practice for Local Authorities on Data Transparency, information on senior salaries is published on the Council's website - [Data on Senior Salaries](#) together with information about the structure of the workforce.

Additional legal provisions about reporting payments over £50,000 in a year are in the Accounts & Audit (England) Regulations 2011, also available in the Council's published accounts on our website: [Statement of Accounts 2014/15](#).

5 OTHER EMPLOYEES' PAY STRUCTURE

(including lowest paid employees)

Remuneration for other employees is normally determined by the Council's Job Evaluation (JE) Scheme⁴ which covers all staff on NJC Local Government Services terms and conditions of service. This includes the lowest paid council employees. The Council Pay spine for staff up to and including Service Managers is attached at [Appendix B](#).

The Pay and Grading structure used by the Council was implemented by Collective Agreement⁵ in July 2008, backdated to be effective from 1 April 2007 and is anchored to the national NJC pay spine for Local Government Services. The current pay spine is at 2014 and 2015 rates to reflect the phased approach to implementing the annual pay award, with the National pay award in January 2015 and the non- consolidated payments in December 2014. Negotiations between the National Employers and Trade Unions for 2016-17 pay are on-going. The JE Scheme, the Greater London Provincial Council Scheme, was selected through a process of consultation with staff and Trade Unions and complies with equal pay requirements.

The Council and Unions signed a Collective Agreement in 2015 incorporating changes to modernise the local conventions for Job Evaluation.

6 NON-STANDARD TERMS AND CONDITIONS

Staff transferring into the Council under The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) arrangements, have the right to retain their existing terms and conditions. The largest group includes those staff who transferred from Public Health.

Additionally some specialist posts, mainly in education related services, such as Educational Psychologists and the Youth Service are recruited to specific terms and conditions although they are in scope of the [Local Scheme of Conditions of Service](#).

7 THE NATIONAL PAY AWARD

Pay levels are adjusted to take account of any cost of living increase negotiated nationally by the JNC for Local Authority Chief Executives⁶; the JNC for Chief Officers of Local Authorities and the NJC for Local Government Services. The pay rates in Appendix A were adjusted to reflect the 2% national pay award for 2015, which was applied to guaranteed

³ See Glossary Page 12

⁴ The Job Evaluation scheme ensures that all jobs are graded fairly and equitably between men and women

⁵ A Collective Agreement is a formal agreement signed between the County Council and the recognised Trade Unions

⁶ See Glossary Page 12

FTE basic salary of £99,999 or less, as at 31 December 2014. Pay claims for 2016/17 are currently on-going.

8 RECRUITMENT, RETENTION AND MARKET FORCE SUPPLEMENTS

The Council recognises that at times it may be difficult to recruit new employees or retain existing staff in key posts. To ensure the Council attracts and maintains a skilled and experienced workforce, supplements may be paid in addition to the post grade. Further details can be found in the [Recruitment, Retention and Market Force Supplements Policy](#).

9 RELOCATION EXPENSES AND DISTURBANCE ALLOWANCES

Relocation Expenses and Disturbance Payments are paid to employees to cover additional costs they may incur as a result of a change or disturbance to work base. These are paid in accordance with the [Relocation Expenses and Change of Workbase Policy](#).

10 STARTING PAY

Employees, when appointed to posts within the Council are paid on an incremental scale and will normally be appointed at the minimum point of the pay grade for that post. However, in certain circumstances it may be appropriate to appoint to a higher point within the pay grade. This should be objectively justifiable and have regard to the pay of existing employees within the service area. See [Green Book Employees Pay and Conditions Policy](#).

It is also necessary to be aware of any restrictions to this, e.g. the requirement of a qualification which prevents this normal sequence of events from occurring.

Where an employee is appointed who does not yet meet the minimum competency requirements for that role, they are appointed in accordance with the [Appointed One Point Below Policy](#).

11 PERFORMANCE RELATED PAY (PRP) AND “EARN BACK”

There is a performance related pay framework for employees in scope of Senior Leadership Pay Band.

12 PAY PROGRESSION

The Chief Executive, Executive Directors and Fire & Rescue Senior Managers are excluded from this scheme within the Council. They are appointed to a spot salary so no pay progression applies.

For other employees, eligibility for incremental progression, including any acceleration through the grade with the use of Merit Increments, will be in accordance with the [Green Book Employees Pay and Conditions Policy](#) covering the NJC for Local Government Services Group. An increment may be withheld following an adverse report on an employee's performance (subject to the Council's capability / disciplinary procedures being followed). Any increments withheld may subsequently be paid if the employee's performance becomes satisfactory, but are not backdated.

13 REVIEWING INDIVIDUAL PERFORMANCE

Individual achievement is assessed using the [Council's Appraisal Scheme](#) and all employees will take part in an appraisal process. In most cases this will be the full Council appraisal process; however, there may be some cases where the process is amended so that it is appropriate to the role of the employee.

Learning and development needs will be linked to the [County Council's Behaviours Framework](#) which are interchangeable with occupational national standards of competence where appropriate.

14 RESPONSIBILITY FOR REVIEWING PERFORMANCE

The Chief Executive's individual performance will be assessed by the Leader of the Council together with the appointed cross-party group. For individual Executive Directors, the assessment will be made by the Chief Executive and reported to the cross-party group.

For all other employees, the assessment will be made by the individual's line manager, as appropriate.

15 ACTING UP ARRANGEMENTS

Employees temporarily acting up into a role which is normally graded on a higher level should be paid at the appropriate level for the duties they are asked to perform. Further details can be found in the Council's [Green Book Employees Pay and Conditions Policy](#) covering the NJC for Local Government Services Group.

16 HONORARIA

An honorarium payment may be made for exceptional or special work undertaken on a short term basis of not more than 6 months and will be in accordance with the Council's [Green Book Employees Pay and Conditions Policy](#) covering the NJC for Local Government Services Group.

17 EMPLOYEES ON FIXED TERM/TEMPORARY CONTRACTS

The Council will not treat employees on fixed term or temporary contracts less favourably than employees on a permanent contract. See [Fixed Term and Temporary Contracts Policy and Procedure](#).

18 ALLOWANCES/EXPENSES

Chief Executive, Executive Directors and Senior Leadership

Allowances will be in accordance with the [Local Scheme of Conditions of Service](#) or jointly agreed schemes in Director Areas. Business Travel will be reimbursed in accordance with the [Travel Policy](#). This policy applies to all staff in scope of the Local Scheme of Conditions of Service.

Fire & Rescue Service Senior Managers

Allowances and expenses will be in accordance with the NJC for Brigade Managers Conditions of Service and Service Order 19⁷ - Pay and Allowances, available on George.

19 SALARY PROTECTION

Where an employee accepts a post on a lower grade as result of a restructuring or change in the workforce, personal salary protection will apply in accordance with the [Local Scheme of Conditions of Service](#) or Collective Agreement on Pay Protection for those in the Fire & Rescue Service, available on George.

⁷ See Glossary Page 12

20 SEVERANCE PAYMENTS

For those in the Local Government Pension Scheme, (including Chief Officers) payments relating to redundancy, early retirement and flexible retirement will be paid in accordance with the Council's [Redundancy and Early Retirement Policy](#) or [Flexible Retirement Policy](#).

All employees / recruits (including Chief Officers) in receipt of a redundancy payment will be subject to the Redundancy Payments (Continuity of Employment in Local Government etc.) (Modifications) Order 1999⁸.

21 PAYMENTS FOR RETURNING OFFICERS DURING LOCAL ELECTIONS

Payments for the Chief Executive and Executive Directors who are Returning Officers are made in accordance with their respective JNC Conditions of Service. The current Head of Paid Service relinquishes this payment in the favour of the District Chief Executives who fulfil the role of the Deputy Returning Officers.

Payments for employees at Head of Service and below for Local Election duties are made in accordance with the [Local Scheme of Conditions of Service](#).

22 PAY POLICY SUB-COMMITTEE

The Pay Policy Sub-Committee undertakes an annual review of the salaries of the Chief Executive and Executive Directors. The Sub-Committee comprises of Councillors from the Appointments Committee, representing the political balance of the Council overall in accordance with the terms of the Local Government and Housing Act 1989.

23 LCC GREEN BOOK⁹ NEGOTIATING TEAM

The Negotiating Team considers pay issues relating to all employees within the scope of NJC pay awards.

24 RELATIONSHIP BETWEEN SENIOR OFFICERS PAY AND CONDITIONS WITH OTHER OFFICERS

(including the lowest paid)

The approaches for determining senior management pay are set out in paragraph 4 above.

The approach for determining other employees' pay, including the lowest paid employees, is set out in paragraph 5 above.

25 PAY MULTIPLES (or pay dispersion)

Pay multiple is the ratio between the salary of the highest paid employee and the median full time equivalent salary of the organisation. The pay multiple is often referred to as 'pay dispersion.'

For 2015-16 the pay multiple is 7. which is the same as the previous year.

There is no formal mechanism for direct comparison between pay levels of the wider workforce with Senior Manager pay and there are no Council policies on reaching or maintaining a specific pay multiple.

⁸ Under the Employment Rights Act 1996 (ERA), an employee can count service with an 'associated employer' towards the service requirement for a redundancy payment (i.e. two years) and, if appropriate, for calculating that payment.

⁹ See Glossary Page 12

26 RE-ENGAGEMENT OF FORMER SENIOR MANAGERS

The policy for appointing or re-engaging any Senior Manager who has previously been made redundant by the Council, or who is in receipt of a local government pension, is that there should be a presumption against re-employment for a period of 6 months following the end of their employment. However, in exceptional circumstances Senior Managers may be re-employed by the Council more quickly provided that it is not within one month and one day of their leaving date.

In approving a re-employment of a Senior Manager, Members will need to be satisfied that:

- the employee is not being re-employed in a role or capacity, which is broadly similar to the role from which they were made redundant;
- the rate of pay applied to the work undertaken by the re-engaged employee should be that appropriate to the work to be done and not the grading which applied to the employee prior to the end of their current contract;
- the employment should be for a fixed term, not exceeding one year, unless there are exceptional circumstances; and the arrangement must provide financial / operational advantage to the Council.

The policy of the Lincolnshire Pension Fund is not to abate pensions should any officer retire and then return to work for the Council.

27 THE USE OF CONTRACTS FOR SERVICES AND APPOINTMENT OF CONSULTANTS

The HMRC requires the Council to determine whether an arrangement with a consultant or contractor constitutes a contract of employment or can be deemed to be on a self-employed basis.

The determination will need to be made for every agreement that is proposed as the decision on status relates to the contract, not the individual. This must be undertaken before any engagement is agreed or any contract signed.

Where it is determined that an engagement constitutes a contract of employment, normal Council terms and conditions will apply and the work must be paid for at the evaluated rate for the job.

It may be appropriate to re-engage a former employee as a consultant with a contract for service in certain circumstances. This may be appropriate:

- For discrete pieces of work where the former employee has the appropriate skill and experience which is not available elsewhere in the Council.
- Where it is more cost effective
- Where it is difficult to recruit due to market conditions
- Where work of an urgent nature arises at short notice.

Such arrangements should be time limited, and be subject to appropriate written agreements covering the nature, duration, quality standards, and the basis on which the

agreement will be terminated. The written agreement must be signed before the arrangement commences.

Initial consideration for providing cover for urgent work should be through the use of temporary employment contracts advertised in the usual manner or through acting up or secondment arrangements made available to existing staff. This should particularly be true where the work relates to the normal business of the service area, as opposed to defined projects or one off tasks.

It is our duty under the Pensions Act 2008 to comply with auto-enrolment Regulations and an assessment will be made on whether the contractor is an employee rather than a contractor and therefore pensionable under the Act.

In determining whether a consultant is genuinely self-employed, the Council will take into account, not only the contractual terms agreed, but also the realities of the employment relationship. This will include whether there is provision for substitution and whether resources are provided by the Council or by the consultant. These examples are not exhaustive and are purely illustrative of the type of factors to be taken into account.

28 PERSONAL SERVICE CONTRACTS

In the contracting sector, the generally accepted definition of a personal service company is a limited company that typically has a sole director, the contractor, who owns most or all of the shares.

Many contractors choose to work for clients using their own [limited companies](#) for many reasons. Limited companies can be a tax efficient way for contractors to work, as they often split their income between [salary and dividends](#), which means they do not pay, employers' or employees' Class 1 National Insurance Contributions on a large part of their overall income.

Personal Service contracts prevent the risk of there being a contract of service, or an employment relationship with the Council which eliminates any income tax liability on the Council.

By using a limited liability company, contractors are also insulated to a certain extent from business risk.

Although the Council does not currently have any such contracts in place for normal employment it is possible that it will do so in the future as they are an acceptable way of reducing the legal liabilities that come from hiring employees.

APPENDIX A

Senior Manager Pay Structure – 2015- 16

Salary (£)	Chief Executive
	£173,226.00
	Executive Director of Public Health £160,834.68*
	Executive Directors £125,982.76

Senior Leadership Pay Band

Pay Zone	Zones	Post Titles	Pay Range		
			Max	Med	Min
Director Band	Single Zone	Chief Information & Commissioning Officer	122,966	108,544	100,002
Senior Leadership	Zone A	Chief Operating Officer (Development Services) County Finance Officer Assistant Director Children's (Lead Early Help) Assistant Director Children's (Safeguarding) Consultant in Public Health (Medically Qual) Assistant Director - Joint Commissioning and Specialist Services (Adults) Assistant Director - Frailty and Long-term Conditions (Adults)	102,006	89,465	80,996
	Zone B	Chief Commercial Officer Chief Commissioning Officer - Learning Chief Commissioning Officer - Children's Chief Legal Officer Chief Technology Officer Consultant in Public Health County Commissioner for Economy & Place County Property Officer	87,519	76,688	69,922
	Zone C	Children's Services Manager (SEND) Children's Services Manager (Locality) Children's Services Manager (Regulated North/Fostering) Children's Services Manager (Regulated South/Adoption) Planning & Environment Commissioner Safer Communities Manager Service Manager - People Network Manager (North/South) County Manager (Older Adult Frailty – Long Term Conditions; Learning Disabilities; Special Projects and Hospital Services; Adult Safeguarding)	74,775	66,549	61,430

Consultant (Public Health) reporting to Director of Public Health	
Band 8 *	
	£65,922.00
	£67,805.00
	£70,631.00
	£74,084.00
	£77,850.00
	£81,618.00

Band 9 *	
	£77,850.00
	£81,618.00
	£85,535.00
	£89,640.00
	£93,944.00
	£98,453.00

* N.B. Director and Consultant roles in Public Health transferred into the Council on the 1 April 2013 from the NHS as part of the Health and Social Care Act 2012. The transfer was under TUPE, therefore terms and conditions of employment, including salary, are protected.

Fire & Rescue Service Management Team	
Chief Fire Officer	£ 113,221.81
Deputy Chief Fire Officer	£ 90,666.55
Assistant Chief Fire Officer	£ 84,999.58

APPENDIX B

Lincolnshire County Council

Salary Structure from 1st April 2014-15-16 NJC for Local Government Services

	LCC Pay Spine for staff up to and including Head of Service			GLPC Points Score
	2013 Until 31 st Dec 2014	2014 1 st Jan 2015	December 2014 - Non Consolidated one-off payment (Scp 17 – Scp 48 = 0.45% non-consolidated payment of £100 has also incorporated April's remaining payment.)	
1	12266	13316	325	Grade 1 = 182 - 227
2	12614	13614	325	
3	13321	13871	150	
4	13854	14207	150	Grade 2 = 228 - 267
5	14351	14684	150	
6	14880	15208	100	
7	15455	15795	100	Grade 3 = 268 - 307
8	16029	16381	100	
9	16604	16970	100	
10	17282	17662	100	Grade 4 = 308 - 347
11	17961	18356	100	
12	18638	19048	100	
13	19447	19874	100	Grade 5 = 348 - 387
14	20258	20703	100	
15	21067	21530	100	
16	21774	22253	100	Grade 6 = 388 - 427
17	22481	22975	103	
18	23188	23698	107	
19	24033	24562	111	Grade 7 = 428 - 467
20	24880	25428	114	
21	25727	26293	118	
22	26847	27437	123	Grade 8 = 468 - 507
23	27864	28477	128	
24	28922	29559	133	
25	29980	30639	138	Grade 9 = 508 - 547
26	31025	31708	143	
27	32072	32777	147	
28	33309	34042	153	Grade 10 = 548 - 587
29	34547	35307	159	
30	35784	36572	165	
31	37273	38093	171	Grade 11 = 588 - 627
32	38764	39617	178	
33	40254	41139	185	
34	42333	43264	195	Grade 12 = 628 - 667
35	44413	45390	204	
36	46494	47517	214	
37	48054	49111	221	Grade 13 = 668 - 707
38	49612	50704	228	
39	51172	52297	235	
40	52731	53891	243	Grade 14 = 708 - 747
41	54291	55485	250	
42	55849	57078	257	
43	57408	58671	264	Grade 15 = 748 - 787
44	58968	60265	271	
45	60527	61859	278	
46	62086	63452	286	Grade 16 = 788 +
47	63645	65045	293	
48	65205	66639	300	

Part 3 Paragraph 2.6(e) Sleeping-in Duty Payment

1 Jan 15
£34.00

Paragraph 35 Standby Duty Allowance - Social Workers (1)(a)(i) Allowance - Per Session

1 Jan 15
£27.35

APPENDIX C

Glossary of Terms

Spot Salary:

Spot salaries within the Council are fixed to a specifically defined spinal column point. There is no progression up to or beyond the rate for each position. Spot salaries are one of the least discriminatory of pay methods because everyone is paid the rate for the job from day one and the pay structure cannot be distorted by differential progression.

JNC for Local Authority Chief Officers

The primary role of the Joint Negotiating Committee is a national body to reach agreement on a national framework on all national pay and service conditions and items related to any dispute for all chief officers.

NJC for Brigade Managers (Gold Book)

The primary role of the National Joint Committee for Brigade Managers of Fire and Rescue Services (the NJC) is to reach agreement on a national framework of pay and conditions for Brigade Managers for local application throughout the Fire and Rescue Service in the UK.

JNC for Local Authority Chief Executives

The Joint Negotiating Committee (JNC) for Chief Executives of Local Authorities is the national negotiating body for the pay and conditions of service of Chief Executives in England and Wales. The Authorities' Side consists of elected members nominated by the Local Government Association. The Staff Side consists of Chief Executives nominated by the Association of Local Authority Chief Executives (ALACE). ALACE is registered as an independent trade union.

NJC for Local Government Services

The pay and terms of conditions of employment for Local Government Services' workers is determined by the National Joint Council for Local Government Services. The NJC for Local Government Services has 70 members: 12 on the employers' side and 58 on the trade union side.

In 1997, the NJC for Local Government Services agreed a national framework with potential for local modification to suit local service requirements. Known as The Single Status Agreement, these pay and conditions of service agreements are published in [**The Green Book: Local Government Scheme of Conditions of Service**](#).

Greater London Provincial Council (GLPC) Job Evaluation Scheme

The Council use the scheme developed to support local authorities in carrying out their obligations under the national agreement on single status. The job evaluation scheme was the subject of consultation with the Equal Opportunities Commission. The scheme is jointly agreed by the employers and unions in London local government. It was developed by a working party of experienced evaluators and tested jointly at regional and local authority levels.

The scheme is accompanied by a code of good practice and a framework procedure to inform local arrangements.

Open Report on behalf of Richard Wills, Executive Director responsible for Democratic Services

Report to:	County Council
Date:	19 February 2016
Subject:	Members Allowances 2016/17

Summary:

This report recommends a Members Allowances Scheme for the financial year 2016/17 based on the decisions of Council on 21 February 2014, when it was agreed that the Allowances should be adjusted annually in line with local government 'green book' pay awards.

Recommendation(s):

That Council adopts the Members Allowances Scheme as detailed in Appendix A to this report.

1. Background

1.1 The County Council sets a Scheme of Members' Allowances and expenses in accordance with the Local Authorities (Members' Allowances) (England) Regulations 2003 and other relevant legislation.

1.2 At its meeting on 21 February 2014 the County Council agreed a revised Scheme of Members Allowances for 2014-18, following recommendations from the Independent Remuneration Panel.

1.3 In addition, the Council agreed to adjust the allowances annually in line with local government 'green book' pay awards.

1.4 Last year a 2.2% award was implemented in line with the award made to staff under the green book. That award covered the period from 1st January 2015 to 31st March 2016. On that basis no further increase is therefore due.

1.5 Council must vote to adopt a Scheme each year. The proposed Scheme for 2016/17, which will apply from April 1, 2016, is identical to the current scheme. It is attached at Appendix A.

2. Conclusion

Under the 2003 Regulations the Council is required to vote to adopt a Scheme of Members' Allowances each year. The proposed Scheme for 2016/17 is attached at Appendix A.

3. Legal Comments:

Regulation 10 of the Local Authorities (Members' Allowances) (England) Regulations 2003 requires the Council to make a Scheme of Members Allowances prior to April 1 in every year.

Approval of the Scheme of Members' Allowances is reserved to full Council.

4. Resources Comments:

There are no additional financial implications arising from acceptance of the recommendations in this report.

5. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

n/a

d) Policy Proofing Actions Required

n/a

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Proposed Members Allowances Scheme 2016/17

7. Background Papers

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

Document title	Where the document can be viewed
Independent Remuneration Panel Report to Lincolnshire County Council 21 February 2014	Lincolnshire County Council website and Democratic Services

This report was written by Nigel West, who can be contacted on 01522 552840 or nigel.west@lincolnshire.gov.uk.

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Part 6

MEMBERS' ALLOWANCES SCHEME

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Members' Allowances and Travel and Subsistence Scheme

General

This Members' Allowance Scheme for Lincolnshire County Council has been prepared in accordance with the Local Authorities (Members' Allowances) (England) Regulations 2003 ('the 2003 Regulations') and other appropriate legislation. In particular, the Scheme takes account of recommendations of an Independent Remuneration Panel reporting to Council in February 2014.

This Scheme is effective from 1 April 2014. It is applicable to all elected Members of the County Council. Specific provisions relating to co-opted members are also included.

Within the scheme:

- 'year' refers to the financial year ending on the 31 March and
- 'day' and 'daily' refers to a 24 hour period beginning at 3am
- 'approved duties' are those defined in Schedule 2

An Elected Member who is a member of two separate authorities may not receive an allowance from each authority in respect of the same duties or for the same purpose.

Administrative guidelines relating to Members allowances, travel and subsistence will be published separately.

Members should initially seek advice from the Democratic Services Manager if necessary. In all cases of interpreting this Scheme, the decision of the Monitoring Officer shall be final.

Record of allowances

The 2003 Regulations require the County Council to maintain records of payments made under this scheme specifying the name of the recipient of the payment, the amount and the nature of each payment. The records must be available for inspection at any reasonable time by members of the public.

The 2003 Regulations also require annual publication of the total paid to each recipient for each of the types of allowance and expenses in this scheme. Lincolnshire County Council publishes these on our website.

Government transparency legislation may require additional information regarding Members' allowances to be published.

Allowances for Elected Members

There is no power to pay an attendance allowance to Members.

There are three types of Elected Members allowance in this Scheme:

Basic Allowance payable to all Elected Members – see Schedule 1 for values.

Special Responsibility Allowance payable in addition to those Elected Members who hold the posts shown in Schedule 1 to the values shown in that Schedule. In the event of one Member holding more than one Special Responsibility post, only one Special Responsibility Allowance, whichever is the greater, will be paid.

Childcare and Dependants' Carers' Allowance payable in addition to reimburse Elected Members for the cost of caring for their children or dependent relatives whilst undertaking approved duties. The maximum rate payable is set out in Schedule 1.

Claims and payments

Basic and Special Responsibility Allowances will normally be paid monthly into Members' bank accounts. Such allowances are paid in respect of each year or part year. For example, in the event of a Member giving up a Special Responsibility Allowance mid-year the part-year allowances are paid on a pro-rata daily basis for the period of a year to which they apply.

Claims for travel and subsistence expenses and for Childcare and Dependant's Carer's Allowance should be supported by receipts and made in accordance with any guidance issued by the County Council. Claims must normally be made within two months of the duty for which the claim is made.

Renouncing allowances

A Member may elect to forego any or all of their entitlement to any allowance under this Scheme. Election must be made by written notice to the Democratic Services Manager and will continue until amended by a further notice.

Travel and Subsistence Expenses

Travel expenses incurred whilst on approved duties as defined in Schedule 2 will be paid in accordance with rates set out in Schedule 3.

Subsistence expenses incurred whilst on approved duties as defined in Schedule 2 will be paid in accordance with rates set out in Schedule 3 except that subsistence expenses will not be paid for '*County Councillors' activities within their Division*

including surgeries, formal meetings of any relevant Parish Council, Residents Association or similar organisation.'

All reasonable steps should be taken to minimise the need to travel by using telephone or video conferencing, telephone or e-mail or by combining meetings at the same location.

Pensions for Councillors

Since 1 April 2014 Elected Members of the Council are not entitled to membership of the Local Government Pension Scheme unless they were a member of the Council on 31 March 2014 in which case they may continue to accrue rights until the end of the term of office which that member was serving on 1 April 2014.

Suspension of Payments to Members

The County Council has resolved to exercise the power available to it under the 2003 Regulations to withdraw all allowances (including travel & subsistence) from any Member of the Council who has been or is in custody pursuant to a custodial sentence.

In the event that any Member is in custody pursuant to a custodial sentence, their entitlement to allowances will cease from the point of conviction. Allowances will only recommence at a point when they are no longer in custody and are able to perform the full range of duties. No retrospective payment of allowances forgone will be made in any circumstances.

Where payment of any allowance has already been made in respect of any period during which the member concerned ceases to be a member of the County Council; or is in any other way not entitled to receive the allowance in respect of that period, the County Council may require that such part of the allowance as relates to any such period be repaid to the County Council.

Annual Increases (Indexing) of Allowances

The County Council has resolved to exercise the power available to it under the 2003 Regulations to increase allowances annually in line with the movement in an appropriate index.

The index to be applied is the average % increase in pay for employees covered by the National Joint Council for Local Government Services for the previous 12 months (usually referred to as 'Green Book' employees).

Indexation will be applied to the basic, special responsibility and co-opted members' allowances for the four-year period up to May 2018 unless the Council resolves otherwise. (The 2003 Regulations allow indexing for a maximum of four years but

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also require that Council votes to adopt a Scheme of Members' Allowances each year.)

Backdating Of Allowances

The County Council has resolved to adopt the backdating provisions in the 2003 Regulations.

Where an amendment is made which affects an allowance payable for the year in which the amendment is made, the amendment will apply from the beginning of the year in which the amendment is made or such later date as specified by the County Council.

Co-opted Members Allowance

The County Council has resolved to exercise the power available to it under the 2003 Regulations to pay a co-optee's allowance in respect of the attendance of individuals co-opted onto committees, select committees, sub-committees, working groups and task and finish groups of the Council. The allowance will cover attendance at such meetings and any other activity arising directly from that role (e.g. seminars, conferences, training courses, etc.).

The Co-opted Members Allowance is set out in Schedule 1.

The Council Committees etc. relevant to this allowance are those set out in the Articles of the Constitution.

Entitlement to this allowance will be restricted to co-optees who are not remunerated by way of an allowance, salary, etc. from another body as a direct result of their membership of the Committee in question. For example, a District Councillor representing that body would not qualify for this allowance.

The allowance will be paid monthly and in the case of part year service, pro-rata to the service undertaken.

Where a co-optee undertakes any role that would otherwise qualify for receiving a Special Responsibility Allowance set out in Schedule 1 they will receive the relevant Special Responsibility Allowance (but not the basic allowance) that would have been paid to an Elected Member discharging that role. In such circumstances the co-optee will not also receive the standard co-optees allowance for the period they are in receipt of the Special Responsibility Allowance.

The provisions of this scheme relating to renunciation, travel and subsistence expenses, suspension of payments, annual increases and backdating also apply to the Co-Opted Members Allowance.

IT Related expenses

The Council will facilitate use of Information Technology to assist Elected Members and Co-opted Members (Members) in their approved duties.

Where Members' personal IT equipment is approved and used for Council purposes, the Council will meet the costs of facilitating such use, such as installation and maintenance of synchronisation software. No allowances or depreciation will be paid for use of their own equipment by a Member. Where Members incur expenditure on consumables (such as printer cartridges) for their personal IT equipment used for Council purposes, actual expenditure will be reimbursed supported by receipts.

Where the Council supplies IT equipment, costs will be met by the Council. IT consumables used for such equipment (such as printer cartridges) will normally be supplied by the Council, but if not supplied, actual expenditure will be reimbursed supported by receipts.

Members are expected to meet the cost of their own broadband connection.

Schedule 1 – Allowances

Responsibilities and allowances within bands 1-10 in the table below are 'Special Responsibility Allowances'

Band	Responsibility	Allowance
-	Basic Allowance	£10,322.28
1	Leader of the Council	£32,704.08
2	Deputy Leader of the Council	£21,462
3	Members of the Executive	£18,396
4	Chairman of the County Council	£12,386.64
	Chairman of the Overview and Scrutiny Management Committee	
	Chairman of the Health Scrutiny Committee for Lincolnshire	
	Chairman of the Audit Committee	
5	Chairmen of the Scrutiny Committees	£9,290.04
	Chairman of the Planning & Regulation Committee	
	Leader of the Opposition	
	Chairman of the Pensions Committee	
6	Executive Support Councillor	£8,176.08
7	Minority Group Leaders	£5,110.08
	Chief Whip	
8	Vice-Chairman of the County Council	£4,128.96
	Vice-Chairman of the Overview and Scrutiny Management Committee	
	Vice-Chairman of the Health Scrutiny Committee for Lincolnshire	
	Vice-Chairman of the Audit Committee	
	Chairman of the Definitive Map & Statement of Public Rights of Way Sub Committee	
	Vice-Chairmen of the Scrutiny Committees	£3,096.72
	Vice-Chairman of the Planning & Regulation Committee	
	Vice-Chairman of the Pensions Committee	
10	Vice-Chairman of the Definitive Map & Statement of Public Rights of Way Sub Committee	£1,032.24
	Member of the Shadow Executive	

-	<p>Childcare and dependants' carers' allowance</p> <p>The Monitoring Officer has discretion to increase the rate in particular cases of need.</p>	<p>An hourly rate equivalent to the National Minimum Wage for the time being</p>
-	Co-opted Member	£766.56

Schedule 2 – Approved Duties

The 2003 Regulations specify the circumstances in which dependant's carer's allowance, travel and subsistence expenses may be paid. These are all encompassed in the definition of 'approved duties' below.

Approved duties are duties undertaken in exercise of the role of County Councillor

That includes, but is not limited to:

- Meetings of, and activities related to, the County Council, any of its Committees, Executive functions or any bodies of which the County Council is a Member or appoints members
- Any legislative requirement for Members to be present
- Any Standing Orders of the County Council
- The exercise of any function of the County Council
- Any meeting where two or more political groups are invited by an Officer
- Any meeting where one political group is invited by the Chief Executive or an Executive Director
- County Councillors' activities within their Division including surgeries, formal meetings of any relevant Parish Council, Residents Association or similar organisation

Meetings and other activities related to the management or operation of any political group or political party are not approved duties.

Schedule 3 - Travelling & Subsistence and Other Allowances

Public Transport

Travel by public transport should be made at the lowest rate available for the journey(s) in question.

Air travel, foreign travel and, in exceptional cases, travel at rates higher than lowest available fares should be approved in advance by the Head of Democratic Services.

Travel costs will be reimbursed at the actual cost incurred with claims supported by receipts.

Members are encouraged to order tickets for travel by public transport through their administrative support who will use the County Council's travel procurement arrangements to secure good value for money that will normally be paid direct by the County Council.

Private vehicles and car parking

Rates payable for travel by a private vehicle used by a Member and for official passengers will be those equivalent to HM Revenue & Customs Approved Mileage Rates for the time being. Rates and changes in rates will be notified to Members.

Members are responsible for ensuring that private vehicles used by them comply with all relevant legislation for the purposes for which they are used including safety, taxation and insurance.

Car parking will be reimbursed at the actual cost incurred with claims supported by receipts.

Taxis

In cases of urgency, or where no public transport is reasonably available, Members may travel by taxi and claim the amount of the actual cost incurred, supported by receipts.

Subsistence Expenses

In cases where the County Council provides a meal no other meal allowance will be paid. On County Council meeting days Members will be provided with a lunch in the County Restaurant and will consequently not be entitled to claim expenses.

In other cases, the County Council will reimburse reasonable costs of meals incurred whilst undertaking approved duties except that subsistence expenses will not be paid

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for 'County Councillors' activities within their Division including surgeries, meetings of any relevant Parish Council, Residents Association or similar organisation.'

Claims must be for actual costs incurred supported by receipts.

Overnight accommodation should be booked in advance on behalf of the Member by their administrative support using the County Council's standard procurement arrangements to secure best value for money that will normally be paid direct by the County Council.

In cases where a Member incurs reasonable costs for overnight accommodation, it will be reimbursed at actual cost incurred with claims supported by receipts.

Open Report on behalf of Judith Hetherington Smith, Chief Information and Commissioning Officer

Report to:	County Council
Date:	19 February 2016
Subject:	Council Business Plan 2016 – 2017

Summary:

This report presents the outcomes and measures that are the Council Business Plan 2016 - 2017. The Council Business Plan is part of the Budget and Policy Framework and must be approved by full Council.

Recommendation:

Council approve the Council Business Plan 2016 - 2017.

1. Background

The format and content of the council business plan remains largely unchanged from 2015/2016 (except of course for the inclusion of 2016/2017 targets), the changes to the content are detailed in Appendix B.

The targets in the council business plan 2016/2017 that is the outcomes and measures from the commissioning strategies are based on performance information as at mid-December and are subject to change once 2015/2016 out turn is known. A one year council business plan allows us to take into account changes in the wider economy, the nature of demand and the consequences of any service reductions. A caveat to reflect this has been included in the council business plan 2016/2017. Any changes will be discussed with the Portfolio Holder and presented in the performance reports to scrutiny and the Executive.

Review of Equalities Objectives

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

- Advance equality of opportunity between people who share a protected characteristic and people who do not share it.
- Foster good relations between people who share a protected characteristic and people who do not share it.

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

Equalities objectives had to be published for the first time by 6 April 2012 and then at least every 4 years. We first published our equalities objectives in the council business plan approved by Council in February 2012 and although our equalities objectives have been updated annually in the council business plan to reflect projects and then commissioning; our equality objectives are due for a review.

The Equality and Human Rights Commission guidance is that equality objectives are seen as part of the business plan. Appropriate equalities objectives have been identified in the council business plan 2016/2017 and are listed in appendix C. The equalities objectives have been proposed on the basis that these are the outcomes from the Commissioning Strategies and progress will be evidenced through the measures in the council business plan.

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

2. Conclusion

The outcomes and measures in Appendix A represent the Council Business Plan 2016/2017.

3. Legal Comments:

The decision to approve the Council Business Plan is within the remit of Full Council.

4. Resource Comments:

The financial resources required to deliver this plan are included in the Council budget which will also be considered by Council at its meeting on 19th February.

5. Consultation

a) Has Local Member Been Consulted?

Not applicable

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The draft Plan was considered by the Overview and Scrutiny Management Committee on 28th January. Committee recognised the challenges in setting 2016/2017 targets without knowing the impacts of budget reductions on performance.

d) Policy Proofing Actions Required

The Council's obligations under the Equality Act 2010 need to be taken into account by the Executive when considering the Plan.

The Council must, in the exercise of its functions, have due regard to the need to:

(1) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

(2) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(3) foster good relations between persons who share a relevant protected characteristic and persons who do not share it: Equality Act 2010 s 149(1). The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation: s 149(7).

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

(1) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;

(2) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

(3) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

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

(6) Compliance with the duties in this section may involve treating some persons more favourably than others.

This duty cannot be delegated and must be discharged by the Executive.

It is the responsibility of each service when it is considering making a change, stopping, or starting a new service to make sure equality considerations and equality impact analysis are completed.

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Council Business Plan 2016 - 2017
Appendix B	Changes from the Council Business Plan 2015/2016 to 2016/2017
Appendix C	Equalities Objectives in the Council Business Plan 2016/2017

7. Background Papers

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

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

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

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 2016/2017
		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%

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 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 2016/2017
	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	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%

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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 2016/2017
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

Commissioning Strategy	Outcome 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
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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Commissioning Strategy	Outcome 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
		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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Commissioning Strategy	Outcome 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
		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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Commissioning Strategy	Outcome 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
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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Commissioning Strategy	Outcome 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
	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

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
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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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
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

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		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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Appendix B Changes from Council Business Plan 2015/2016¹ to 2016/2017

Measures removed

Commissioning Strategy	Measure	Reason	Executive Director
Protecting the public	Intelligence reports relating to legal highs	Unable to report against this measure as the methodology has now changed and the pro-forma intelligence logs are no longer being used.	Pete Moore
Learn and achieve	Key Stage 2 measures	Change in the assessment framework. Measures will be assessed once further guidance is released from Government.	Debbie Barnes
	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and maths	We will not be able to report A*-C GCSEs and the gap between non disadvantaged and disadvantaged pupils as the academic year commencing September 2016 is a transitional year between English and Maths being on the new grading system of 1-9 and the rest of the subjects remaining on A*-G and therefore it is not possible to marry up the new grading system to the A*G grades	
	Achievement gap between disadvantaged pupils and their peers at Key Stage 4		
Children are safe and healthy	Percentage of troubled families turned around Phase 2. This measures the percentage of families meeting the national criteria for an outcome payment.	Phase 2 began in 2015/2016 which means that families need to be identified, then an attachment made with the families before the team is able to work with the families to 'turn them around', which can take from 12-18 months and so there will not be any data to effectively report in 2016/17.	Debbie Barnes

¹ As approved by Council in February 2015

How we do our business	Accountancy service reconfigured to meet the future needs of the council;	Service level activities rather than strategic measures	Pete Moore
Enablers to the business	Planning for the next spending review including maintenance of a 4 year financial model; and		
Partnership engagement and support	Audit plan, including monitoring through the Audit Committee		
	Successful implementation of Agresso	Project and updates provided through separate reports.	
	Reinforce the Council's commitment to be a good employer through improved employee feedback through the development of staff survey.	Uncertain if a whole Council survey is planned for 2016/17	Debbie Barnes
Safeguarding adults	Safeguarding desired outcomes fully or partially met	This will be in the Department of Health safeguarding return in 2016/17 but has not been developed yet and so there is no data available.	Glen Garrod
	Adult safeguarding reviews involving serious harm or death	This measure is largely not in the control of the County Council	

Specialist Adult Services Please note this commissioning strategy was previously titled Adult Specialties	Excess under 75 mortality rate in adults with common mental illness	Health related measures for which the commissioning strategy lead no longer has a joint responsibility	Glen Garrod
	Excess under 75 mortality rate in adults with serious mental illness		
	Levels of self-harm		
	Recovery rates from psychological therapies		
	Satisfaction with community mental health services	The commissioning strategy lead no longer has responsibility for all community services; satisfaction is gleaned from the Adult Social Care Survey for mental health and learning disability clients receiving social care services only.	

Measures added

Commissioning Strategy	Measure	Ref No	Reason	Executive Director
Protecting the public	Satisfaction with responses to crime and anti-social behaviour	13	This measure helps demonstrates 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.	Pete Moore

	Domestic homicides	8	A domestic homicide is identified by the Police and refers to when someone has been killed as a result of domestic violence. It is felt that the number of Domestic Homicides in the County is a complimentary measure to the existing 'reported incidents of domestic abuse' measure.	
Learn and achieve	Permanent exclusions	67	Permanent exclusions are falling nationally but in Lincolnshire they are increasing. Lincolnshire remains a high excluding authority. Lincolnshire's strategy to reduce exclusions and the development of a new behaviour pathway are key to the effective reduction of exclusions.	Debbie Barnes
Specialist Adult Services Please note this commissioning strategy was previously titled Adult Specialties	Adults who receive a direct payment (for adults receiving learning disability or mental health services provided or commissioned by LCC).	51	These are priorities for this commissioning strategy	Glen Garrod
	Adults who have received a review of their needs (for adults receiving learning disability or mental health services provided or commissioned by the County Council).	52		
Carers	Carers supported in the last 12 months per 100,000	59	Provides some context alongside the direct payments measure. The focus of this commissioning strategy is to serve more carers with a squeezed budget and to do that we have to work smarter and shift the profile of provision towards prevention (information and advice, working groups etc.). As a consequence, there is less need for a direct payment (as we have seen from April 2015), so as the direct payment numbers are reducing as a proportion of all carers, the carers supported measure indicates carers supported in different ways.	Glen Garrod

Sustaining and developing prosperity through infrastructure	Condition of Principal roads	85	These are directly related to funding, however the Department for Transport Capital Maintenance Grant is now set until 2020.	Richard Wills
	Condition of Non Principal roads	86		
	Condition of Unclassified roads	87		

Changes to measures

Commissioning Strategy	Measure changed from	Ref	Measure changed to	Reason	Director
Community resilience and assets	Contact with the library service either in person, on the phone, by email or via the website	36	Number of visits to Core Libraries and Mobile Library services	Reflect the new model of service delivery and key measures within the GLL contract	Tony Hill
		37	Number of visits to library website		
		38	Number of hours of community use		
	Non-Government organisations advised and/ or supported	39	Voluntary and community groups/organisations actively supported by Voluntary Sector infrastructure organisations in Lincolnshire	Rewording	
	We want to make a positive difference for our communities. When we review, or introduce a new policy or activity, commission or begin a new project we look at the impact on people. This analysis helps us to make informed decisions. Please	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	Equalities objectives reviewed	

	note this equalities objective was not linked to a commissioning strategy in 2015/16 as it was originally agreed by Council in February 2012		analysis helps us to make informed decisions.		
How we do our business	We value all of our workforce and want to make sure they are able to do the best job. We are reviewing all of our People Management policies to make sure that they are consistent yet flexible and fit for a modern local authority. Please note this equalities objective was not linked to a commissioning strategy in 2015/16 as it was originally agreed by Council in February 2012	94	Growth in apprenticeships and the knock on effect of the employment of young people	Equalities objectives reviewed	Debbie Barnes
Enablers to the business					
Partnership engagement and support					
Protecting and sustaining the environment	Waste sent to landfill The tonnage of waste collected by either the County or District Councils which was sent to landfill.	76	Recycling at County Council owned Household Waste Recycling Centres (HWRC)	The recycling measure at HWRC will contribute to the EU 50% recycling target and the recycling material collected at the kerbside measure will allow scope for reporting contamination. The waste sent to landfill measure is no longer a useful measure as the Energy from Waste facility, which has a relatively fixed capacity, diverted	Richard Wills
		77	Tonnage of recycling material collected at the kerbside		

	Green waste composted	79	Garden waste composted	waste from landfill. Improved description of measure title	
Specialist Adult Services Please note this commissioning strategy was previously titled Adult Specialties	Satisfaction with learning disability and autism care and support services	53	Overall satisfaction with care and support	The scope of the measure has been widened to include mental health services as a combined strategy	Glen Garrod
Carers	Carers supporting people not known to adult care	57	Carers supported to delay the care and support for the person they care for	Description amended to make it clearer, the definition for this measure remains the same	Glen Garrod
Adult frailty, long term conditions and physical disability	Clients in receipt of long term support who receive a direct payment	63	Adults who receive a direct payment	Description amended to make it clearer, the definition for this measure remains the same	Glen Garrod
Sustaining and growing business and the economy	Jobs created and safeguarded	68	Jobs directly created by county council economic development schemes	(i) the budget has been reduced which means that we are doing less, (ii) related to the previous point, we are seeking to influence and commission third	Richard Wills

parties rather than deliver services ourselves, and (iii) the external funding that we receive no longer asks us to collect "jobs safeguarded" data.

Changes to wording of outcomes

Commissioning Strategy	Outcome changed from	Outcome changed to	Director
How we do our business	'Improve and support staff understanding of information risks and the impact of data breaches'	'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.'	Judith HetheringtonSmith
Enablers to the business			
Partnership engagement and support	'Develop the enterprise approach to information governance/assurance to ensure external compliance requirements are met'	Meet external information assurance compliance requirements	

Other changes

For ease of presentation:-

- Reported Security Incidents will be reported with be a drill down to the various reasons such as process failure.

- Compliance against external information assurance requirements will be reported with a drill down to Department of Health information Governance toolkit and Public Services Network Compliance.
- Amended the description of the SERCO measure to: Achievement of key performance indicators within the SERCO contract for Information Management Technology; People Management; Finance and Customer Service Centre.
- The separate Customer Service Centre measure has been removed as it was duplicated in the SERCO measure.

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Appendix C - Equalities Objectives in the Council Business Plan 2016/2017

Commissioning Strategy	Proposed equality objective (Commissioning strategy outcome)	Measures Ref	Aims of the Public Sector Equality Duty
Protecting the public	Increase public confidence in how we tackle domestic abuse	7, 8, 9	Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
	Reduce the number of young people committing a crime	15, 16, 17, 18	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it. Foster good relations between people who share a protected characteristic and people who do not share it.
Children are safe and healthy	Children are safe and healthy	23, 24, 25, 26	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Readiness for adult life	Young people are supported to reach their potential	41, 42, 43, 44, 45, 46	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Readiness for school	There is a secure foundation for all children to progress through school and life	48	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Specialist Adult Services	Enhanced quality of life and care for people with learning disability, autism and or mental health	49, 50, 51, 52	Advance equality of opportunity between people who share a protected characteristic and people who do not share it
	People have a positive experience of care	53	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Carers	Carers feel valued and respected and able to maintain their caring roles	54, 55, 56, 57, 58	Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Safeguarding adults	Safeguarding adults whose circumstances make them vulnerable, protecting them from avoidable harm	27, 28, 29,30	Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.

	and acting in their best interests where they lack capacity		Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
Community resilience and assets	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.	40	<p>Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.</p> <p>Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.</p>
How we do our business Enablers to the business Partnership engagement and support	Impact and increase employment and apprenticeship opportunities currently offered to young people aged 16 - 24 within Lincolnshire County Council.	94	<p>Advance equality of opportunity between people who share a protected characteristic and people who do not share it</p> <p>Foster good relations between people who share a protected characteristic and people who do not share it.</p>

Open Report on behalf of Richard Wills Monitoring Officer

Report to:	County Council
Date:	19 February 2016
Subject:	Amendment to Article 9 Officers and Part 3 (Responsibility for Functions) of the Constitution

Summary:

To extend the Chief Executive's functions and responsibilities under Article 9 (Officers) of the Constitution and his specific powers under Part 3 (Responsibility for Functions) to encompass all of the activities carried out by the Chief Information and Commissioning Officer to ensure comprehensive coverage of the Council's functions.

Recommendation(s):

That the Council approves the amendments to Article 9 (Officers) and Part 3 (Responsibility for Functions) of the Council's Constitution set out at Appendix A.

1. Background

The Council created the post of Chief Information and Commissioning Officer a member of the Corporate Management Board in April 2014. At the same time the Chief Executive's functions, responsibilities and powers were extended to include activities carried out by the Chief Information and Commissioning Officer.

The Chief Information and Commissioning Officer operates under the authority of the Chief Executive and more robust arrangements would be achieved by taking the opportunity to further extend the Chief Executive's functions, responsibilities and powers set out in the Constitution to ensure comprehensive coverage of the areas of responsibility of the Chief Information and Commissioning Officer.

The existing relevant extracts with the amendments shown as tracked changes are attached as Appendix A.

The recommendations require changes to the Council's Constitution and therefore require approval by full Council.

2. Conclusion

The recommendation is to carry out minor amendments to Article 9 (Officers) and Part 3 (Responsibility for Functions) of the Constitution to ensure full coverage of the Council's functions.

Having effective delegations in place promotes good governance.

3. Legal Comments:

The function of agreeing and/or amending the Constitution is reserved to the full Council.

The decision is therefore within the remit of the full Council.

4. Resource Comments:

There are no financial implications arising from acceptance of the recommendation in this report.

5. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

n/a

c) Scrutiny Comments

n/a

d) Policy Proofing Actions Required

N/A

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Proposed Amended Functions and Powers of the Chief Executive

7. Background Papers

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

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

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Specific powers of the Chief Executive, Chief Officers and other Officers:

Chief Executive
1. To Act as the Head of Paid Service in pursuance of the Local Government and Housing Act 1989. To have overall Corporate Management and operational responsibility (including overall management responsibility for all staff)
2. To grant or refuse permission for the display of the Coat of Arms and/or Badge of the County
3. To fix fees for copies of documents and extracts of documents requested by the public under the provisions of the Local Government (Access to Information) Act 1985 and Freedom of Information Act 2000
4. To exercise the functions of the Council under charities legislation
5. To appoint Councillors to Committees and Panels and Sub-Committees and Sub-Panels in accordance with the wishes of Group Leaders, Deputy Group Leaders and Group Whips in accordance with Rule 5 of the Council Procedure Rules in Part 4 of this Constitution and the duty arising under Section 16 of the Local Government and Housing Act 1989
6. To fill vacancies in the County Council membership of the Lincolnshire Police Authority in accordance with the nominations of Group Leaders
7. To progress the strategic development of the Council
8. On appointment, to undertake all the functions of the Returning Officer
9. To undertake appropriate and necessary action when vacancy in office occurs
10. To be responsible for the development of the Council's corporate business plan
<u>11. To advise the Council on its Equality and Diversity obligations</u>
<u>12.</u> To be responsible for the development of the Corporate IT Policy <u>including digital channel shift</u> and the provision provide of general advice thereon
<u>13. To operate and deliver IT infrastructure, services, systems and software</u>

<u>14. To ensure arrangements are in place across the Council for the effective and secure management of data in accordance with the Council's Data Protection obligations</u>
<u>15.</u> To provide corporate communications functions
<u>16.</u> To undertake a research function on behalf of Lincolnshire County Council and provide information and analysis of the census
<u>17. To manage and develop the Council's strategic contract with Serco</u>
<u>18. To deliver the Council's corporate procurement function including the shared service with the Districts</u>
<u>19. Provide commercial advice and support to Commissioners</u>

APPENDIX A

The persons engaged to fill the following posts will be designated Chief Officers:

POST	Functions and areas of responsibility
Chief Executive	<ul style="list-style-type: none">• Overall corporate management• Overall operational responsibility (including overall management responsibility for all Officers)• Strategic development and performance of the organisation• Provision of professional advice to all parties in the decision making process• Together with the Monitoring Officer, responsibility for a system of record keeping for all the Council's decisions• Representing the Council on partnership and external bodies (as required by statute or the Council)• Corporate Policy, <u>business planning and equalities</u>• <u>Information governance and technology</u>, Media Communications, <u>procurement</u> and Commissioning Support• <u>Management and development of the Council's strategic contract with Serco</u>

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