



County Offices  
Newland  
Lincoln  
LN1 1YL

14 February 2019

**Council**

A meeting of the Council will be held on **Friday, 22 February 2019 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 cursive script that reads 'Debbie Barnes'.

Debbie Barnes OBE  
Head of Paid Service

**Membership of the Council**  
**(70 Members of the Council)**

Councillors C R Oxby (Chairman), T Bridges (Vice-Chairman), B Adams, W J Aron, T R Ashton, Mrs A M Austin, M D Boles, Mrs W Bowkett, Mrs P A Bradwell OBE, D Brailsford, C J T H Brewis, Mrs J Brockway, M Brookes, R D Butroid, L A Cawrey, K J Clarke, Mrs K Cook, Mrs P Cooper, P E Coupland, G E Cullen, C J Davie, R G Davies, B M Dobson, M T Fido, I G Fleetwood, R L Foulkes, M A Griggs, R Grocock, A G Hagues, M J Hill OBE, R J Kendrick, P M Key, Mrs J E Killey, S R Kirk, Mrs C J Lawton, C S Macey, C E H Marfleet, C Matthews, A P Maughan, D McNally, Mrs A M Newton, Mrs M J Overton MBE, R B Parker, S R Parkin, N H Pepper, Clio Perraton-Williams, E J Poll, Mrs S Rawlins, C E Reid, R P H Reid, R A Renshaw, S P Roe, P A Skinner, Mrs E J Sneath, A J Spencer, H Spratt, A N Stokes, M J Storer, C L Strange, E W Strengiel, Mrs C A Talbot, Dr M E Thompson, R H Trollope-Bellew, A H Turner MBE JP, M A Whittington, Mrs S Woolley, L Wootten, R Wootten, C N Worth and B Young



**COUNCIL AGENDA  
FRIDAY, 22 FEBRUARY 2019**

<b>Item</b>	<b>Title</b>	<b>Pages</b>
1	<b>Apologies for Absence</b>	
2	<b>Declarations of Councillors' Interests</b>	
3	<b>Minutes of the meeting of the Council held on 14 December 2018</b>	5 - 12
4	<b>Chairman's Announcements</b>	
5	<b>Questions to the Chairman, the Leader, Executive Councillors, Chairman of Committees and Sub-Committees</b>	
6	<b>Council Budget 2019/20</b>	13 - 20
7	<b>Council Business Plan 2019 - 2020</b>	21 - 52
8	<b>Pay Policy Statement &amp; Gender Pay Gap Analysis</b>	53 - 76
9	<b>Members' Allowances Scheme 2019/20</b>	77 - 80
10	<b>Motions on Notice Submitted in accordance with the Council's Constitution</b>	

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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.gov.uk/local-democracy/council-webcasts/>

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[www.lincolnshire.gov.uk/committeerecords](http://www.lincolnshire.gov.uk/committeerecords)

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**COUNCIL  
14 DECEMBER 2018**

**PRESENT: COUNCILLOR C R OXBY (CHAIRMAN)**

Councillors T Bridges (Vice-Chairman), B Adams, W J Aron, T R Ashton, Mrs A M Austin, M D Boles, Mrs P A Bradwell OBE, D Brailsford, C J T H Brewis, Mrs J Brockway, M Brookes, R D Butroid, L A Cawrey, K J Clarke, Mrs K Cook, Mrs P Cooper, P E Coupland, C J Davie, R G Davies, B M Dobson, M T Fido, I G Fleetwood, R L Foulkes, M A Griggs, R Grocock, A G Hagues, M J Hill OBE, R J Kendrick, P M Key, Mrs J E Killey, S R Kirk, C S Macey, C E H Marfleet, A P Maughan, D McNally, Mrs A M Newton, Mrs M J Overton MBE, R B Parker, S R Parkin, N H Pepper, Clio Perraton-Williams, E J Poll, Mrs S Rawlins, C E Reid, R P H Reid, R A Renshaw, S P Roe, P A Skinner, Mrs E J Sneath, A N Stokes, M J Storer, C L Strange, E W Strengiel, Mrs C A Talbot, Dr M E Thompson, R H Trollope-Bellew, M A Whittington, Mrs S Woolley, L Wootten, R Wootten, C N Worth and B Young.

32 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs W Bowkett, G E Cullen, C Matthews, Mrs C J Lawton, A J Spencer, H Spratt and A H Turner MBE JP.

33 DECLARATIONS OF COUNCILLORS' INTERESTS

Councillor Mrs K Cook requested that it be noted that in relation to agenda item 5, her company had been a long time supplier of Mid-UK which was mentioned in the report.

Councillor C E Reid also requested that in relation to agenda item 7, it be noted that his partner had acted as election agent for Miss Sayer in 2017.

34 MINUTES OF THE MEETING OF THE COUNCIL HELD ON  
14 SEPTEMBER 2018

RESOLVED

That the minutes of the meeting held on 14 September 2018 be signed by the Chairman as a correct record.

35 CHAIRMAN'S ANNOUNCEMENTS

The Chairman reported that since the last meeting of the County Council he had continued to carry out his civic engagements with pride, representing the Council by visiting places and meeting people and organisations from all around the County.

The Chairman thanked his wife Diane, for supporting him on these engagements and also the Vice-Chairman and Lady, Councillor Tony Bridges and Trina Wright for representing them at civic functions when they had been unable to attend.

He reported that it had been an honour to be involved in the Armistice 100 commemorations on Remembrance Day including a poignant service held in Lincoln Cathedral which was well supported and attended by hundreds of people.

The Chairman and Lady were delighted to welcome two members of the Royal family to Lincolnshire, the first being HRH The Earl of Wessex when he visited the International Bomber Command Centre in Lincoln. This was followed earlier in the week by HRH The Princess Royal when she officially opened Market Rasen Railway Restoration project and the Linkage Education Centre at Boultham Park, Lincoln.

On a sadder note, the Chairman reported the death of former County Councillor Peter Robinson. Peter had represented the Market and West Deeping Electoral Division from 1997 to May 2017. During that time he served on the Executive, where his portfolio included the areas of Community Safety, Local Strategic Partnerships, Diversity and Social Cohesion. He was also Deputy Leader from 2005 until 2012. The Chamber observed a minute's silence and members paid tribute to former County Councillor Robinson.

The Chairman informed members that a complete itinerary of civic engagements since the last meeting of the Council were available from the Civic Officer on request.

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

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

In addition to the statements already circulated, Councillor C N Worth, Executive Councillor for Culture and Emergency Services, reported that he had hoped to give a report on the first inspection by HM Constabulary and Fire and Rescue, however, the Home Office had decided to delay publication of this report for another week.

Members were advised that this report would now be published on Thursday, 20 December 2018, and a summary of that report would be circulated to all members.

The Executive Councillor reported that he and senior officers from the Fire Service would regularly visit fire stations around the county, and would welcome any other councillors who wished to attend. Members were encouraged to visit their local fire stations to strengthen the link between the fire station and the community.

37 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) L Wootten	R G Davies	Boxing day hunt – Grantham
b) S R Parkin	M J Hill OBE	Change to pension age for women
c) B Adams	C J Davie	Partnership between LCC and Lincolnshire Wildlife Trust
d) Mrs M J Overton MBE	R G Davies	Road safety outside schools
e) Mrs J E Killey	Mrs P A Bradwell OBE	Integrated Lifestyle Strategy
f) Mrs K Cook	R G Davies	HGV restrictions in towns and villages
g) C J T H Brewis	C J Davie	Empty shops on the high street
h) R L Foulkes	M J Hill OBE	Inclusion of green technologies in schools
i) K J Clarke	R G Davies	Response times for highways queries
j) Mrs A M Newton	R G Davies	Additional funding received for road maintenance
k) Mrs S Rawlins	C J Davie	Agriculture Bill
l) R A Renshaw	Mrs P A Bradwell OBE	Points system for grammar schools
m) Mrs A M Austin	R G Davies	Use of unsuitable roads by HGV's
n) N H Pepper	Mrs P A Bradwell OBE	Falls response service

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- |                   |              |  |
|-------------------|--------------|--|
| o) Mrs C A Talbot | M J Hill OBE | Budget announcement  |
| p) R B Parker     | M J Hill OBE | Interim arrangements<br>for the role of Chief<br>Executive |
| q) P M Key        | R G Davies   | Highways budget<br>underspend                              |

**38     APPOINTMENT OF PARENT GOVERNOR REPRESENTATIVE**

A report by the Monitoring Officer had been circulated.

It was moved, seconded and

**RESOLVED**

That the election of Miss Alexandra Eloise Inkley Sayer as Parent Governor Representative on the Children and Young People Scrutiny Committee and the Overview and Scrutiny Management Board be noted.

**39     JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY**

A report by the County Commissioner for Economy and Place had been circulated.

It was moved, seconded and unanimously

**RESOLVED**

That the County Council formally adopt the proposed Joint Municipal Waste Management Strategy (JMWMS), as set out in Appendix A to the report, to take effect at such time as all the Waste Collection Authorities in Lincolnshire had adopted the document in the same form.

**40     INTERIM ARRANGEMENTS RELATING TO THE ROLE OF CHIEF EXECUTIVE AND HEAD OF PAID SERVICE**

A report by the Chief Legal Officer and Monitoring Officer had been circulated.

It was moved, seconded and

**RESOLVED**

That the Council, with immediate effect:-

1. Designate the Executive Director of Children's Services as the Council's Head of Paid Service;

2. Appoint Debbie Barnes OBE, the Executive Director of Children's Services as the Returning Officer for County Council Elections; and
3. Approves the amendments to the Constitution attached at Appendix A to the report.

41 MOTIONS ON NOTICE SUBMITTED IN LINE WITH THE COUNCIL'S CONSTITUTION

As an amendment to the motion had been received, it was proposed, seconded and agreed that the Council Procedure Rules be temporarily suspended to allow for one debate to take place.

Motion by Councillor R B Parker

It was moved and seconded that:

We note that many council budgets up and down the country are now at Breaking Point. 'Austerity' has caused damage to communities up and down the UK including here in Lincolnshire, with obvious negative effects on key public services that should protect and enhance the lives of a whole range of local people. In short, council services or support to local organisations which were a part of life have been abandoned or reduced and communities have suffered.

*According to figures produced by our own County Treasurer's Department, in 2011/12 Lincolnshire County Council received £211m in government support through the revenue support grant.*

*Each subsequent year the level of grant received has fallen and in the current year, 2018/19, we received £34m.*

*During this eight-year period the County Council has lost a cumulative total of £962m compared to what we would have received if the 2011/12 revenue support grant levels had been maintained and inflated each year.*

*The Government have, however, given the Council some additional funding for Better Care Fund, New Homes Bonus, Rural Services Delivery Grant and Council Tax Freeze grant, this additional support totals £217m over the same period of time. Therefore the Council has in effect lost £745m that could have been spent on services or reduced the increase in council tax. **This is an average reduction of £93m per year.***

*Not only have we had this reduction in government funding we have also had to fund a number of unavoidable cost pressures, therefore, the Council has had to implement a number of strategies to bridge the gap. Council tax has been increased since 2015/16, savings/reductions have been made to budgets totalling £311m over the eight years and we have had to use our reserves, £117m, where these weren't enough.*

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That is what Austerity has meant to Lincolnshire people and no services have been left untouched whether Adults, Children, Highways, Heritage or Fire Services.

Councils across the country now face a further funding gap of £7.8 billion by 2025 just to keep services 'standing still' and meeting additional demand. In particular, adult social care as a result of an ageing population and growing demand faces a gap of £3.5 billion. Lord Gary Porter, the Conservative Chair of the Local Government Association, has said "Councils can no longer be expected to run our vital local services on a shoestring'

Given that reality, we challenge the comments of the Chief Secretary to the Treasury Liz Truss for stating on BBC Newsnight on 1<sup>st</sup> October 2018 that the government is "not making cuts to local authorities", when all independent assessments of government spending show that this is false; and we also challenge the claims of the Prime Minister Theresa May that "austerity is over" despite her government planning a further £1.3bn of cuts to council budgets over the next year

We call on the Prime Minister and Chancellor to truly end austerity in local government by:

- Reversing next years planned £1.3bn cut to council budgets;
- Immediately investing nationally £2bn in children's services and £2bn in adult social care to stop these vital emergency services from collapsing;
- Pledging to use the Spending Review to restore council funding to 2010 levels over the next four years

We therefore move that:

This Council asks the Leader of the Council to write to the Chancellor of the Exchequer, the Prime Minister, and the Secretary of State for Housing, Communities and Local Government setting out the funding pressures faced by our local council, and calling on the Government to truly end austerity in local government.

An amendment was proposed and seconded as follows:

We note that many council budgets up and down the country are now at Breaking Point. 'Austerity' has caused damage to communities up and down the UK including here in Lincolnshire, with obvious negative effects on key public services that should protect and enhance the lives of a whole range of local people. In short, council services or support to local organisations which were a part of life have been abandoned or reduced and communities have suffered.

*According to figures produced by our own County Treasurer's Department, in 2011/12 Lincolnshire County Council received £211m in government support through the revenue support grant.*

*Each subsequent year the level of grant received has fallen and in the current year, 2018/19, we received £34m.*

*During this eight-year period the County Council has lost a cumulative total of £962m compared to what we would have received if the 2011/12 revenue support grant levels had been maintained and inflated each year.*

*The Government have, however, given the Council some additional funding for Better Care Fund, New Homes Bonus, Rural Services Delivery Grant and Council Tax Freeze grant, this additional support totals £217m over the same period of time. Therefore the Council has in effect lost £745m that could have been spent on services or reduced the increase in council tax. **This is an average reduction of £93m per year.***

*Not only have we had this reduction in government funding we have also had to fund a number of unavoidable cost pressures, therefore, the Council has had to implement a number of strategies to bridge the gap. Council tax has been increased since 2015/16, savings/reductions have been made to budgets totalling £311m over the eight years and we have had to use our reserves, £117m, where these weren't enough.*

That is what Austerity has mean to Lincolnshire people and no services have been left untouched whether Adults, Children, Highways, Heritage or Fire Services.

Councils across the country now face a further funding gap of £7.8 billion by 2025 just to keep services 'standing still' and meeting additional demand. In particular, adult social care as a result of an ageing population and growing demand faces a gap of £3.5 billion. Lord Gary Porter, the Conservative Chair of the Local Government Association, has said "Councils can no longer be expected to run our vital local services on a shoestring'

Given that reality, we challenge the comments of the Chief Secretary to the Treasury Liz Truss for stating on BBC Newsnight on 1<sup>st</sup> October 2018 that the government is "not making cuts to local authorities", when all independent assessments of government spending show that this is false;

However we note additional one-off spending in previous years.

We therefore move that:

This Council asks the Leader of the Council to write to the Chancellor of the Exchequer, the Prime Minister, and the Secretary of State for Housing, Communities and Local Government setting out the funding pressures faced by our local council, and calling on the Government to address the situation through the Fairer Funding, Adult Social Care and Local Government funding reviews next year.

Upon being put to the vote, the amendment was carried.

The amendment became the substantive motion, and upon being put to the vote was agreed unanimously.

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RESOLVED

That this Council asks the Leader of the Council to write to the Chancellor of the Exchequer, the Prime Minister, and the Secretary of State for Housing, Communities and Local Government setting out the funding pressures faced by our local council, and calling on the Government to address the situation through the Fairer Funding, Adult Social Care and Local Government funding reviews next year.

The meeting closed at 1.15 pm.

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

Report to:	<b>County Council</b>
Date:	<b>22 February 2019</b>
Subject:	<b>Council Budget 2019/20</b>

**Summary:**

Council Budget 2019/20

The appended Budget Book - "Council Budget 2019/20" describes the budget and council tax proposals recommended to the full Council by the Executive.

**Recommendation(s):**

It is recommended that the Council:

1. has due regard to the responses to the consultation on the Council's budget proposals as contained in the appended Budget Book (**Appendix D** - Budget Consultation Feedback);

2. has due regard to 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 11 - Section 151 Officer's Statement on the Robustness of the Budget and Adequacy of Reserves);

3. has due regard to the Impact Analysis relating to increasing the Council Tax by 4.95% in 2019/20 set out in the appended 'Budget Book' (**Appendix C** – Impact Analysis relating to increasing the Council Tax by 4.95% in 2019/20);

4. approves:

4.1 the service revenue budgets for 2019/20 contained in the appended Budget Book, (Table 3 - Net Service Revenue Budget 2019/20);

4.2 the capital programme and its funding contained in the appended Budget Book (Section 8 - Capital Programme) and (**Appendix O** - Capital Programme);

4.3 the County Council element of the council tax for a Band D property at £1,292.40 for 2019/20 contained in the appended Budget Book (**Appendix B** - County Precept 2019/20);

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 Council's Capital Strategy 2019/20 contained in the appended Budget Book (**Appendix N** – Capital Strategy 2019/20);

7. approves the Council's Flexible Use of Capital Receipts Strategy contained in the appended Budget Book (**Appendix G** - Flexible Use of Capital Receipts Strategy);

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

9. approves that the minimum revenue provision (MRP) be based on the asset life method, charged on an annuity basis for major infrastructure projects and in equal instalments for all other assets, over the estimated life of the assets acquired through borrowing as set out in the appended Budget Book (Section 10 - Minimum Revenue Provision).

10. approves the establishment of a Business Rates Volatility earmarked reserve for the County Council's share of the 2019/20 collective surplus of the Business Rates Collection Funds operated by the District Councils in Lincolnshire.

## **1. Background**

1.1 The final Local Government Finance Settlement, issued on Tuesday 29 January 2019, provided the Council with confirmed levels of funding for 2019/20.

1.2 The recommended budget which is set out in detail in the Budget Book at Appendix A is for a one year financial plan for revenue and capital budgets, taking the Council to the end of the four year funding deal which started in 2016/17. The Council continues to face significant reductions in government funding, growing cost pressures from demand led services such as adult and children's social care, waste disposal and the Council's responsibility to pay staff and some contractors the National Living Wage.

1.3 The Government is currently consulting on two proposals, which together will change the way funding is distributed to all types of local authorities across the country with effect from April 2020. In addition, the Government is about to carry out a Comprehensive Spending Review to determine how much funding will be provided to each Government department from April 2020, and this will set the total available for local authorities. The impacts of these changes on each Council are unlikely to be known until late autumn of this year so there is still significant uncertainty over future funding levels after 2019/20. For this reason, a one year

budget is proposed for 2019/20, and a detailed exercise to prepare budgets for a range of funding scenarios from April 2020 is starting now.

1.4 The Council is recommended to set a Council Tax increase of 4.95% for 2019/20.

1.5 Each of the District Councils in Lincolnshire is a "collecting authority" for Business Rates, and each operates a Business Rates Collection Fund where differences between assumed amounts of Business Rates to be collected and actual amounts collected are accumulated as surpluses and deficits. The Council bears a share of each District Council's Collection Fund, which may carry a surplus or a deficit in total. This year, the District Councils have re-evaluated their provisions set aside for Business Rates appeals, as the number of appeals arising from the 2017 Business Rates revaluation is significantly lower than had previously been estimated following a national change to the appeals process. The reduction in the provisions has caused the Business Rates Collection Funds to be in surplus for 2019/20 – the Council's share of the collective surplus position is £6,156,613. This is a one-off gain based on a reassessment of an accounting estimate. Of this sum, £250,000 has been used to fully offset the deficit which had been assumed in the budget. There is still the potential for further successful appeals and it would be prudent to set aside the remainder of this gain in a reserve earmarked specifically for Business Rates Volatility, which could then be used to offset Business Rates Collection Fund deficits in future years or for other purposes approved by the Council.

### Consultation

1.6 The Executive put forward a budget for consultation at its meeting on 18 December 2018. Since that time comments have been received from all Scrutiny Committees and the Overview and Scrutiny Management Board, Businesses, Public Organisations, Trade Unions and members of the public.

1.7 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.

## **2. Legal Issues:**

### Equality Act 2010

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

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

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

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

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

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

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

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

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

These 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.

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.

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 analysis at this stage and as a result an assessment (included in the appended

Budget Book as **APPENDIX C**) 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.

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.

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 £42.993m after use to balance the 2019/20 budget and may be higher than this if the 2018/19 revenue budget underspends as is currently forecast), as well as up to £15.000m of Adult Social Care reserves available to support the budget. There is also an annual Contingency budget of £3.000m for 2019/20, for when additional funding cannot be found by way of virement from other service areas.

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

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

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 Joint Strategic Needs Assessment and Joint Health and Well-being Strategy.

#### Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those

functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

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 duty under section 17 of the Crime and Disorder Act 1988.

### **3. Conclusion**

3.1 The budget proposals aim to reflect the Council's priorities whilst operating within reduced resources and include funding essential cost pressures of £25.543m and making savings of £15.927m in 2019/20. They are based on a use of the Financial Volatility Reserve of £3.087m and a 4.95% increase in Council Tax.

### **4. Legal Comments:**

#### Council Budget 2019/20

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 4.95% 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.

Case law has established that generally it is lawful for a Council first to decide its budget and then to consider the question of consultation and the specific impact of proposed policies and service changes at the time they are developed and decisions are taken on them. Consideration has been given to whether there are any specific proposals within the budget that would require such consideration prior to the budget being set and apart from the proposed Council Tax increase which is dealt with in the Report there are not considered to be any such proposals

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, the Prudential Code for Capital Finance in Local Authorities (2017 edition) sets out that the setting and revising of a Capital Strategy will be done by the same body that takes decisions on the Budget i.e. usually the full Council. The Council is required to have regard to the Prudential Code when carrying out its duties under Part 1 of the Local Government Act 2003.

With regard to recommendation 7, Statutory Guidance on the Flexible Use of Capital Receipts (updated) issued by the Department of Communities and Local Government in March 2016 states that the Council's Flexible Use of Capital Receipts Strategy should be approved by full Council.

With regard to recommendation 8, 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 9, 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 3.12 of the Budget Book.

## **5. Resource Comments:**

### Council Budget 2019/20

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.

## **6. 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 Feedback)

### d) Have Risks and Impact Analysis been carried out?

Yes

### e) Risks and Impact Analysis

An Impact Analysis relating to the proposed increase in Council Tax has been carried out and is contained in the appended Budget Book at **APPENDIX C**.

Proposed service changes to give effect to the budget will be subject to their own policy proofing considerations.

## 7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Attached as a separate booklet with the agenda pack - "Council Budget 2019/20" - the Budget Book

## 8. Background Papers

Document title	Where the document can be viewed
Report to the Executive 18 December 2018 "Council Budget 2019/20" & Report to the Executive 5 February 2019 "Council Budget 2019/20"	18 December 2018: <a href="http://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&amp;MId=4975&amp;Ver=4">http://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&amp;MId=4975&amp;Ver=4</a>  5 February 2019: <a href="http://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&amp;MId=5279&amp;Ver=4">http://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&amp;MId=5279&amp;Ver=4</a>

This report was written by David Forbes, who can be contacted on 01522 553642 or [david.forbes@lincolnshire.gov.uk](mailto:david.forbes@lincolnshire.gov.uk) .

**Open Report on behalf of Debbie Barnes OBE, Head of Paid Service**

Report to:	<b>County Council</b>
Date:	<b>22 February 2019</b>
Subject:	<b>Council Business Plan 2019 – 2020</b>

**Summary:**

This report presents in Appendix A the outcomes and measures that are recommended by the Executive for adoption by the Council as the Council Business Plan 2019 - 2020. The Council Business Plan is part of the Budget and Policy Framework and must be approved by Council.

**Recommendation(s):**

That Council:-

1. approves the Council Business Plan 2019 - 2020 in the form attached in Appendix A; and

2. delegates to the Head of Paid Service in consultation with the Leader of the Council and relevant Executive Councillors authority to:-

(a) finalise or amend any measures in the light of 2018 - 2019 outturns; and

(b) approve amendments to the Council Business Plan in year to reflect changes in circumstances including changes in the wider economy; the nature of demand; and the consequences of any service changes.

**1. Background**

The format and content of the Council Business Plan remains largely unchanged from previous years, except of course for the inclusion of 2019 – 2020 targets and a small number of changes to the measures. The Council Business Plan is attached in Appendix A and the changes to the content are detailed in Appendix B.

The targets in the Council Business Plan, that is the outcomes and measures from the commissioning strategies, are based on performance information as at mid-

December 2018 and some targets may be subject to change once the 2018 - 2019 out turn is known. Some measures cannot be finalised in the absence of the out turn for 2018-2019. Recommendation 2 contains a delegation which would authorise the Head of Paid Service in consultation with the Leader of the Council and the relevant Executive Councillor to amend or finalise any measures in the light of the 2018-19 out turn.

Once approved the Council Business Plan may require to be changed to reflect changes in the wider economy; the nature of demand; and the consequences of any service changes. A caveat to reflect this has been included in the Council Business Plan 2019 – 2020, see Appendix A. Full Council in approving the Council Business Plan are invited to grant a delegation to the Head of Paid Service to give effect to any change in consultation with the Leader of the Council and relevant Executive Councillors.

## **2. Legal Issues:**

### Equality Act 2010

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

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

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

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

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

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

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

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

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

The Report presents targets and measures that are the Council Business Plan many of which relate to people with a protected characteristic including young people, older people and people with a disability. It is the responsibility of each service when it is considering making a change, stopping, or starting a new service to make sure equality considerations are taken into account and an equality impact analysis completed.

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

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

The Report presents targets and measures that are the Council Business Plan. It is the responsibility of each service when it is considering making a change, stopping, or starting a new service to have regard to the JSNA and the JHWS.

#### Crime and Disorder

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

The Report presents targets and measures that are the Council Business Plan. It is the responsibility of each service when it is considering making a change, stopping, or starting a new service to comply with section 17 of the Crime and Disorder Act 1988.

### 3. Conclusion

The outcomes and measures in Appendix A are recommended by the Executive for adoption as the Council Business Plan 2019 - 2020.

#### 4. Legal Comments:

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

#### 5. 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 22nd February.

### 6. Consultation

#### a) Has Local Member Been Consulted?

n/a

#### b) Has Executive Councillor Been Consulted?

n/a

#### c) Scrutiny Comments

The Overview and Scrutiny Management Board met on 31<sup>st</sup> January 2019 and considered a report concerning the Final Draft Council Business Plan 2019 - 2020. The comments of the Committee were passed on to the Executive together with responses from Commissioning Leads and considered by them in recommending the Council Business Plan.

#### d) Have Risks and Impact Analysis been carried out?

No

#### e) Risks and Impact Analysis

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.

## 7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Council Business Plan 2019 – 2020
Appendix B	Changes to the Council Business Plan

## 8. Background Papers

The following background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

Document Title	Where the Document can be viewed
Executive Report "Final Draft Council Business Plan 2019-20 dated 5 February 2019	Democratic Services
Comments of Overview and Scrutiny Management Board on Final Draft Council Business Plan 2019 -2020	Democratic Services

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

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Appendix A - Council Business Plan 2018-2020

Commissioning Strategy	Outcomes	Measures	Latest Performance and Target April 2018 – Sept 2018 -at time of writing -Cumulative Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2018  - Achieved (within target range)  - Improving but not yet achieved  - Not Achieved  - Measured
<b>Protecting the public</b>  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	<b>1. Illicit alcohol and tobacco seized</b> Number of illicit alcohol and tobacco products seized. Products include: Illicit alcohol and tobacco includes counterfeit, non-duty paid, unsafe, incorrectly labelled, and other illicit brands.	Actual 10,522 products  Target 3000 products	6000 products	7,000 products	Higher number of products is better	
		<b>2. Unsafe goods removed from the market</b> This measure is a count of the numbers of unsafe goods removed from the market in Lincolnshire, reducing the risk of any of these products causing harm to the end-user. 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 and toys. These figures are dependent on successful legal process, meaning forfeiture or surrendering of the products.	Actual 2359 products  Target 12,000 products	31,000 products	3,000 products	Higher number of goods removed is better	
		<b>3. High risk premises inspected by Trading Standards</b> 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.	Actual 113 premises  Target 70 premises	221 premises	221 premises (subject to change once FSA funding is finalised)	Higher number of premises inspected is better	
	Improve public safety by the reduction in drugs and alcohol misuse, focused on town centre alcohol fuelled violence and anti-social behaviour, young people and drug misuse	<b>107. Antisocial behaviour</b> This measure is a count of all Police recorded anti-social behaviour incidents. It is a contextual measure to be considered alongside the measure of alcohol related anti-social behaviour. It should be noted that this measure relates to Police recorded anti-social behaviour only and does not cover all anti-social behaviour occurring within Lincolnshire, for example, those incidents reported to District Councils or Housing providers are not included.	10,543 incidents	It is not appropriate to set a target for this measure	Smaller number of incidents reported is better.		
	Increase public confidence in how we tackle domestic abuse	<b>7. Reported incidents of domestic abuse</b> 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.	Actual 5,233 reported incidents  Target 4,947 reported incidents	9525 incidents	10,477 incidents	Higher number of reported incidents is better	

2019/20 targets (where provided) in this document are informed by latest performance information (2018/2019 Q2) and are subject to change to reflect:- 2018/19 out turns; changes in the wider economy; the nature of demand; the consequences of any service reductions; and any changes in priorities. This Council Business Plan will be reviewed as part of quarterly performance reporting. Any proposed changes to reporting will be agreed by the Executive.

**Appendix A - Council Business Plan 2018-2020**

<b>Commissioning Strategy</b>	<b>Outcomes</b> 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.	<b>Measures</b> Measures are how we will monitor and report progress in achieving the outcome.	<b>Latest Performance and Target April 2018 – Sept 2018</b> -at time of writing -Cumulative Unless otherwise stated	<b>Annual Target April 2018- March 2019</b>	<b>Annual Target April 2019- March 2020</b>	<b>Direction of Travel</b>	<b>April – Sept 2018</b>  - Achieved (within target range)  - Improving but not yet achieved  - Not Achieved  - Measured
		<b>8. Domestic homicides</b> A Domestic Homicide is identified by the Police and refers to when someone has been killed as a result of domestic violence.	2 incident(s)	It is not appropriate to set a target for this measure		Lower is better	
		<b>9. Repeat referrals of Domestic Abuse to MARAC</b> The MARAC (Multi-Agency Risk Assessment Conference) 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 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.	21.3% (October 2017 – September 2018)	It is not appropriate to set a target for this measure		Maintain rate of repeat referrals	
	Reduce the number of people killed and seriously injured on Lincolnshire's roads	<b>11. People killed and seriously injured in road traffic collisions</b> Data is reported by calendar year, with 3 month (1 quarter lag)	Actual 130 casualties April – June 2018	It is not appropriate to set a target for this measure		Lower is better	
		<b>12. Children killed or seriously injured in road traffic collisions</b> Data is reported by calendar year, with 3 month (1 quarter) lag	Actual 10 casualties April – June 2018	It is not appropriate to set a target for this measure		Lower is better	
	Reduce adult reoffending	<b>13. Satisfaction with responses to crime and anti-social behaviour</b> 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. (Reported annually in Q1)	Actual - 57.5% satisfaction 2017/2018  Target - 61% satisfaction 2017/2018  Data is reported with a 3 month (1 Quarter lag) so 2017/18 data will be reported in Q1 2018/19.	59.7%	59.7%	Higher percentage of satisfaction is better	

**Appendix A - Council Business Plan 2018-2020**

<b>Commissioning Strategy</b>	<b>Outcomes</b> 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.	<b>Measures</b> Measures are how we will monitor and report progress in achieving the outcome.	<b>Latest Performance and Target April 2018 – Sept 2018</b> -at time of writing -Cumulative Unless otherwise stated	<b>Annual Target April 2018- March 2019</b>	<b>Annual Target April 2019- March 2020</b>	<b>Direction of Travel</b>	<b>April – Sept 2018</b>  - Achieved (within target range)  - Improving but not yet achieved  - Not Achieved  - Measured
		<p><b>14. Adults Reoffending</b> 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 3 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. The data is reported cumulatively. This measurement is local to Lincolnshire, it does not replace the existing or forthcoming MOJ Reoffending Rate but is meant to compliment and allow more timely and practical analysis. The methodology is intended to mirror the format of the revised MOJ Reoffending Rate which will be used nationally from October 2017 however the final figures will not be the same due to slightly different cohort compositions.</p>	<p>Actual 30.0% April – June 2018</p> <p>Target 28.7% April – June 2018</p>	<p>28.4% reoffending rate</p>	<p>29.8%</p>	<p>Lower percentage of adults reoffending is better</p>	
	<p>Reduce the number of young people committing a crime</p>	<p><b>15. Juvenile first time offenders</b> 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. The target is set by Lincolnshire County Council, the Youth Justice Board monitor and challenge progress. (Data is reported with a 6 month lag.)</p>	<p>Actual 144 April 2017 – March 2018</p> <p>Target 203 April 2017 – March 2018</p> <p>(Most recent performance data Jul 17 – Jun 18 - 89)</p>	<p>255  (10% decrease on April 2016- March 2017 performance. Target no longer based on Midlands Regional Average.)</p>	<p>230  (10% reduction on 2018/19 target)</p>	<p>Lower number of offenders is better</p>	
		<p><b>125. Juvenile re-offending</b> The Ministry of Justice has changed the methodology for measuring reoffending. There has been a move to a three month cohort rather than a 12 month cohort. The cohort will still be tracked over 12 months. Changing from 12 month cohorts to the 3 month cohorts results in a greater proportion of prolific offenders and hence higher reoffending rates, though both measures show similar trends over time at a national level.</p>	<p>July 2016 - Sept 2016</p> <p>Actual 42.4% Target 39.8%</p> <p>(Most recent performance data, Oct 16 - Dec 16 - 29.1%)</p>	<p>To be in line with, or less than the Midlands Regional Average of 40.8%</p> <p>(Based on performance data from Oct 16-Dec 16)</p>	<p>To be in line with, or less than the Midlands Regional Average (January 2016- March 2016) 43.6%</p>	<p>Lower percentage is better</p>	

Appendix A - Council Business Plan 2018-2020

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.	Latest Performance and Target April 2018 – Sept 2018 -at time of writing -Cumulative Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2018  - Achieved (within target range)  - Improving but not yet achieved  - Not Achieved  - Measured
	Reduce fires and their consequences	<b>19. Primary fires</b> Primary fires are fires in buildings, vehicles and outdoor structures, fires including casualties or rescues, or fires attended by five or more fire engines.	Actual 85.20 per 100,000 population  640 fires  Target 76.27 per 100,000 population 567 fires	141.24 per 100,000 population  1,050 fires	137.88 per 100,000 population  1,025 fires	Lower is better	
		<b>20. Fire fatalities in primary fires</b> This measure counts the number of fatalities from primary fires where the Fire Service attended (per 100,000 population).	Actual 0.13 per 100,000 population  1 fatality	It is not appropriate to set a target for this measure		Lower is better	
		<b>21. Deliberate primary fires</b> 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).	Actual 1.69 per 10,000 population  127 fires  Target 1.67 per 10,000 population 124 fires	3.05 per 10,000 population  227 fires	3.05 per 10,000 population  227 fires	Lower is better	
		<b>22. Deliberate secondary fires</b> 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).	Actual 2.26 per 10,000 population  170 fires  Target 2.23 per 10,000 population 166 fires	3.24 per 10,000 population  241 fires	3.24 per 10,000 population  241 fires	Lower is better	

2019/20 targets (where provided) in this document are informed by latest performance information (2018/2019 Q2) and are subject to change to reflect:- 2018/19 out turns; changes in the wider economy; the nature of demand; the consequences of any service reductions; and any changes in priorities. This Council Business Plan will be reviewed as part of quarterly performance reporting. Any proposed changes to reporting will be agreed by the Executive.

Appendix A - Council Business Plan 2018-2020

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.	Latest Performance and Target April 2018 – Sept 2018 -at time of writing -Cumulative Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2018  - Achieved (within target range)  - Improving but not yet achieved  - Not Achieved  - Measured
<b>Children are safe and healthy</b>  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	<b>23. Looked after children</b> This measure counts the number of looked after children per 10,000 population aged under 18. This measure is reported taking a snapshot in time.	Actual as at 30 <sup>th</sup> September 2018 605 children  42.1 per 10,000 population under 18  Target as at 30 <sup>th</sup> September 2018 680 children 48 per 10,000 population under 18	680 children  48 per 10,000 population under 18	665 children  46 per 10,000 population under 18	Lower number of looked after children is better	
		<b>24. Children who are subject to a child protection plan</b> 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. This measure is reported taking a snapshot in time.	Actual as at 30 <sup>th</sup> September 2017 279 children  19.4 per 10,000 population under 18  Target as at 30 <sup>th</sup> September 2017 340 children 24 per 10,000 population under 18	340 children  24 per 10,000 population under 18	330 children  22.8 per 10,000 population under 18	Lower is better	

Appendix A - Council Business Plan 2018-2020

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.	Latest Performance and Target April 2018 – Sept 2018 -at time of writing -Cumulative Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2018  - Achieved (within target range)  - Improving but not yet achieved  - Not Achieved  - Measured
		<p><b>25. Average time taken to move a child from care to an adoptive family</b></p> <p>This measure counts the average number of days between the child entering care and moving in with their adoptive family. This measure is reported as a three year rolling average.</p>	<p>Actual average July 2018 – Sept 2018 328 days</p> <p>Target average July 2018 – Sept 2018 400 days</p>	400 days	400 days	Lower number of days is better	
		<p><b>26. Average time taken to match a child to an adoptive family</b></p> <p>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. This measure is reported as a three year rolling average.</p>	<p>Actual average July 2018 – Sept 2018 139 days</p> <p>Target average July 2018 – Sep 2018 175 days</p>	175 days	150 days	Lower number of days is better	
Safeguarding adults  The purpose of this commissioning strategy is that vulnerable adults' rights are protected so that everyone can live safely and free from abuse and neglect.	Safeguarding adults whose circumstances make them vulnerable, protecting them from avoidable harm and acting in their best interests where they lack capacity	<p><b>28. Safeguarding cases supported by an advocate</b></p> <p>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.</p>	<p>Actual 100%</p> <p>Target 100%</p>	100%	100%	Higher percentage is better	
		<p><b>114. Percentage of completed safeguarding enquiries where risk was identified, where the 'Source of Risk' is a service provider.</b></p> <p>Change to existing measure definition, hence 'New', to monitor the source of risk for S42 enquiries where a risk has been identified. This enables benchmarking from the Safeguarding Collection with other authorities.</p>	TBC in Quarter 3 2018/19	31%	31%	Lower percentage is better	n/a
	Making safeguarding personal	<p><b>116. Percentage of concluded enquiries where the desired outcomes were fully or partially achieved</b></p> <p>New measure to track the progress on Making Safeguarding Personal (MSP). This will be derived from the new mandatory reporting table in the Safeguarding Adults Collection (SAC). Targets are based on incomplete voluntary submissions from 16/17 using the comparator group average.</p>	<p>Actual 92.5%</p> <p>Target 95%</p>	95%	95%	Higher percentage is better	

2019/20 targets (where provided) in this document are informed by latest performance information (2018/2019 Q2) and are subject to change to reflect:- 2018/19 out turns; changes in the wider economy; the nature of demand; the consequences of any service reductions; and any changes in priorities. This Council Business Plan will be reviewed as part of quarterly performance reporting. Any proposed changes to reporting will be agreed by the Executive.

Appendix A - Council Business Plan 2018-2020

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.	Latest Performance and Target April 2018 – Sept 2018 -at time of writing -Cumulative Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2018  - Achieved (within target range)  - Improving but not yet achieved  - Not Achieved  - Measured
<b>Wellbeing</b> 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	<b>31. Percentage of alcohol users that left specialist treatment successfully</b>  This measures the percentage of alcohol users that leave drug treatment successfully. Individuals achieving this outcome demonstrate a significant improvement in health and well-being in terms of: - increased longevity; reduced alcohol related illnesses and hospital admissions; improved parenting skills; and improved psychological health. It will also reduce the harms to others caused by dependent drinking. Alongside this, it aligns with the ambition of both public health and the Government's strategy of increasing the number of individuals recovering from addiction and also aligns well with the outcome of reducing re-offending rates, given that offending behaviour is often closely linked to dependent alcohol use.	Actual 35.2% Apr – June 2018  Target 40% Apr – June 2018	40%	40%	Higher percentage is better	
		<b>111. People successfully supported to quit smoking</b>  Supports a number of areas of the JSNA and aligns to the PHOF which measures a number of population level outcomes regarding smoking. Target is aligned to the KPI within the contract which is considerably higher than baseline performance level.	Actual 524 people  Target 800 people	3,200	3,200	Higher number is better	
	Peoples' health and wellbeing is improved	<b>33. People aged 40 to 74 offered and received an NHS health check</b>  Cumulative percentage of eligible population aged 40-74 offered an NHS health check who received an NHS health check between 2014/15 to 2018/19	Actual April 2014 – Sept 2018 61.4%  Target April 2014 – Sept 2018 55%	55%	55%	Higher percentage is better	
		<b>34. Chlamydia diagnoses (per 100,000 15-24 year olds)</b>  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)	Actual Jan – Mar 2018 2,247  Target Jan – Mar 2018 2,045	2,045 (for data relating to April 2018 – Mar 2019)	2,045 (for data relating to April 2019 – Mar 2020)	Higher number of diagnoses is better	

2019/20 targets (where provided) in this document are informed by latest performance information (2018/2019 Q2) and are subject to change to reflect:- 2018/19 out turns; changes in the wider economy; the nature of demand; the consequences of any service reductions; and any changes in priorities. This Council Business Plan will be reviewed as part of quarterly performance reporting. Any proposed changes to reporting will be agreed by the Executive.

Appendix A - Council Business Plan 2018-2020

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.	Latest Performance and Target April 2018 – Sept 2018 -at time of writing -Cumulative Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2018  - Achieved (within target range)  - Improving but not yet achieved  - Not Achieved  - Measured
	Work with others to promote community wellbeing	<b>109. Number of staff and volunteers trained in Making Every Contact Count (MECC)</b> Whilst not a PHOF indicator this meets needs identified in the JSNA. Proposed descriptor change to reflect the wider workforce to which the programme is being rolled out.	Actual 399 staff and volunteers trained  Target 350 staff and volunteers trained	1000	400 (The target has been lowered due to funding streams and consequent staffing structures changing during 2019-2020)	Higher number is better	
	People are able to live life to the full and maximise their independence	<b>110. Percentage of people supported by the Wellbeing Service to improve their outcomes</b> Supports a number of areas of the JSNA and the Council to meet its Care Act responsibilities regarding prevention. Proposed measure is a change to align to the KPI in the newly commissioned Wellbeing Service. New target to be agreed in October 2018.	Actual 93%  Target 95% (Not previously reported in CBP)	95%	95%	Higher number is better	
		<b>112. Percentage of people accessing housing-related support services that are successfully 'supported to access and maintain their settled accommodation'.</b> Supports the Council to meet its Care Act responsibilities regarding prevention and also supports wider PHOF outcomes regarding housing. The target is aligned to the KPI in the contract.	Actual 98%  Target 90%	90%	90%	Higher percentage is better	
		<b>113. Percentage of emergency and urgent deliveries and collections completed on time within Integrated Community Equipment Services</b> This is a core commissioned service in the Community Wellbeing Commissioning Strategy and supports the Council to meet its Care Act responsibilities. The target is aligned to the KPI in the contract.	Actual 98.6%  Target 98%	98%	98%	Higher percentage is better	
<b>Community resilience and assets</b> The purpose of this commissioning strategy is for communities In	Enable and encourage people to participate in Lincolnshire's culture	<b>35. Contact with the heritage service either in person, on the phone, by email or via the website</b> Contact with the heritage service either in person, on the phone, by email or via the website.	Actual 2,108,174  Target 2,700,000	4,800,000 contacts (subject to changes due to change in service.)	3,600,000 contacts (to reflect a picture of nationally declining numbers and IT difficulties)	Higher number is better	

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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.		<b>128. Traveller review rating from Trip Advisor of excellent and/or very good aggregated across all Heritage Visitor sites</b> This measure will be reported as a snapshot in time	This is a new measure to the Council Business Plan in 2019/2020 - not reported in 2018/19	Not reported in 2018/19	85%	Higher percentage is better	n/a
		<b>129. Overall enjoyment of the services as measured by the visitor feedback forms aggregated across all Heritage Visitor sites</b>	This is a new measure to the Council Business Plan in 2019/2020 - not reported in 2018/19	Not reported in 2018/19	TBC	Higher percentage is better	n/a
		<b>36. Number of visits to Core Libraries and Mobile Library services</b> Number of physical visits to: Boston; Lincoln; Stamford; Grantham; Gainsborough; Mablethorpe; Skegness; Sleaford; Spalding and Louth libraries which are open from between 45 to 58 hours per week and Bourne; Horncastle; Market Rasen; Woodhall Spa; Long Sutton libraries which are open from between 18 to 45 hours per week. A visit is a physical visit by an individual to a library premise as per the Chartered Institute of Public Finance and Accountancy (CIPFA) guidance.	Actual 756,863  Target 837,167	1,665,480 visits	1,723,917	Higher number of visits is better	
		<b>37. Number of visits to library website</b> The definition of a visit, as per the Chartered Institute of Public Finance and Accountancy (CIPFA), is defined as a session of activity/series of one or more page impressions, served to one User to the library website (or relevant library-service-related directories of the authority website as defined by the authority).	Actual 232,441  Target 201,368	402,898 visits to website	417,034	Higher number of visits is better	
		<b>38. Number of hours of community use</b> 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.	Actual 3793.2 hours  Target 1022.6 hours	1844.52 hours (target aligned to GLL contract)	1909.24	Higher number of hours is better	
		<b>39. Voluntary and community groups/organisations actively supported in Lincolnshire</b> A Non-governmental organisation refers to civil society organisations (i.e. voluntary organisations and community led organisations).	Actual 587 groups/ organisations  Target 400 groups/ organisations	800 groups/ organisations	800 groups/ organisations	Higher number of groups/ organisations is better	

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		<p><b>105. People supported who have accessed volunteer opportunities through Lincolnshire County Council supported projects</b> This measure aims to track the number of people supported to access volunteer opportunities through Lincolnshire County Council supported projects.</p>	<p>Actual 1,018 people supported  Target 700 people supported</p>	1,400 people supported	1,400 people supported	Higher number of people supported is better	
<p><b>Readiness for adult life</b>  The purpose of this commissioning strategy is for all young people to be prepared and ready for adult life.</p>	<p>Young people are supported to reach their potential</p>	<p><b>42. Achievement gap between disadvantaged pupils and their peers at key Stage 4</b> Disadvantaged pupils that achieve at least 5+ 9-5 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. (Reported annually in Q4)</p>	<p>Actual 2017/18 results 34%  Target 2017/18 results 31%</p>	26%	27%	Smaller percentage is better	
		<p><b>45. 16-17 year old Looked After Children participating in Learning</b> 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. This measure is reported as a snap shot in time.</p>	<p>Actual as at 30<sup>th</sup> September 2018 64.52%  Target as at 30<sup>th</sup> September 2018 60%</p>	88%	89%	Higher percentage is better	
		<p><b>46. Care Leavers in Suitable Accommodation</b> A care leaver is a young person who reaches the age of 18 who had been in local authority care. This measure is reported as a snap shot in time.</p>	<p>Actual as at 30<sup>th</sup> September 2018 94.1%  Target as at 30<sup>th</sup> September 2018 92%</p>	92%	92%	Higher percentage is better	

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<b>Readiness for school</b>  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	<b>47. Achievement at a good level of development in the Early Years Foundation Stage</b> 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. (Reported annually in Q4.)	Actual 2017/2018 70%  Target 2017/2018 72%	71%	70%	Higher percentage is better	
		<b>48. Achievement gap between disadvantaged pupils and their peers at Foundation stage</b> Achievement gap between the free school meals eligible pupils and their peers at Foundation stage' reports all disadvantaged pupils. This measure was previously titled 'Achievement gap between the lowest 20% of pupils and their peers at Foundation Stage'. (Reported annually in Q4)	Actual 2017/18 20%  Target 2017/18 19%	19%	22%	Lower percentage is better	
<b>Specialist Adult Services</b>  Enhanced quality of life and care for people with learning disability, autism and or mental illness		<b>49. Adults with learning disabilities who live in their own home or with family</b> 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.	Actual 75.8%  Target 79%	79%	80%	Higher percentage is better	
		<b>51. Adults who receive a direct payment (Learning Disability or Mental Health)</b> 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). Is measure is reported as a snapshot in time.	Actual 49.4%  Target 48.0%	48%	49%	Higher percentage is better	
		<b>117. Percentage of adults aged 18-64 with a mental health problem living independently</b> LPFT measure, which is a subset of the national ASCOF measure just looking at social care service recipients. It is expected to be reported from Q1 2018/19. Targets based on the setting of current clients (residential/community).	Actual 79%  Target 75%	75%	75%	Higher percentage is better	
	People have a positive experience of care	<b>118. Percentage of adults with a learning disability in receipt of long term support for 12 months or more who have been reviewed in the period</b> This measure was combined previously, with two new measures created to monitor (internal) learning disability and (S75 commissioned) LPFT mental health activity separately.	Actual 50.8%  Target 47.5%	95%	95%	Higher percentage is better	

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		<p><b>119. Percentage of adults aged 18-64 with a mental health need in receipt of long term support for 12 months or more who have been reviewed in the period</b></p> <p>This measure was combined previously, with two new measures created to monitor (internal) learning disability and (S75 commissioned) LPFT mental health activity separately.</p>	<p>Actual 37%</p> <p>Target 48%</p>	95%	95%	Higher percentage is better	
<p><b>Carers</b></p> <p>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.</p>	<p>Carers feel valued and respected and able to maintain their caring roles</p>	<p><b>56. Carers included or consulted in discussions about the person they care for</b></p> <p>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?" (Statutory Survey every 2 years; LCC will be conducting the survey every year. Reported in Q4.)</p>	<p>Actual Apr 16 –Mar 17 64.4%</p> <p>Target Apr 16 –Mar 17 71.4%</p> <p>(Local survey -</p> <p>Actual Apr 17-Mar 18 66.7</p> <p>Target Apr 17-Mar 18 71.4)</p>	71% Target Apr 18-Mar 19	71% Target Apr 19 -Mar 20	Higher is better	
		<p><b>59. Carers supported in the last 12 months per 100,000</b></p> <p>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).</p>	<p>Actual 1,678 per 100,000 10,238 carers</p> <p>Target 1,730 per 100,000 10,553 carers</p>	1,730 per 100,000 10,553 carers	1,587 per 100,000 9,680 carers	Higher amount of carers supported is better	
		<p><b>120. Percentage of carers who reported that they had as much social contact as they would like</b></p> <p>Identified from the last survey as significantly impacting on a carers' quality of life. Linked to social isolation project in Community Wellbeing and with employment project with the Lincolnshire carers Service. Target set above Lincolnshire's CIPFA comparator group average.</p>	<p>Actual 33.2% 2018/2019</p> <p>Target 35.5% 2018/2019</p>	35%	35%	Higher percentage is better	

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Commissioning Strategy	Outcomes	Measures	Latest Performance and Target April 2018 – Sept 2018 -at time of writing -Cumulative Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2018  - Achieved (within target range)  - Improving but not yet achieved  - Not Achieved  - Measured
		<b>121. Percentage of eligible carers (caring for adults) who have received a review of their needs in the period</b> New measure to ensure LCC's responsibilities under the Care Act are met to review carers who meet the national threshold for support.	Actual Oct 2017-Sept 2018 87.1%  Target Oct 2017-Sept 2018 85%	85%	85%	Higher percentage is better	
<b>Adult frailty and long term conditions</b> The purpose of this commissioning strategy is to outline the local authority's intentions in Adult Care Frailty and Long Term Conditions across Lincolnshire. The key commissioning intentions focus on supporting people to live in their own homes for as long as they wish by developing high quality, personalised services that are flexible, responsive and give people choice and control over how their care and support is provided.	Enhance the quality of life for people with care and support needs	<b>63. Adults who receive a direct payment</b> This measure reflects the proportion of people using services who receive a direct payment. Numerator: Number of users receiving direct or part direct payments. Denominator: Number of adults aged 18 or over accessing long term support on the last day of the period. The percentage is calculated as follows: Numerator divided by the denominator multiplied by 100. This measure is reported as a snapshot in time so for example Q2 is performance as at 30th September.	Actual as at 30 <sup>th</sup> Sept 2018 31.9%  Target as at 30 <sup>th</sup> September 2018 40%	40%	40%	Higher percentage is better	
		<b>123. Percentage of people who report that services help them to have control over their daily life (Survey measure)</b> Alternative measure from the annual client survey that focuses on whether the services and support help people to have control - over which we have influence - rather than reporting on a general feeling of control.	Data to be reported in Q4 2018/19	95%	95%	Higher percentage is better	n/a (Data reported in Quarter 4)
	Delay and reduce the need for care and support	<b>60. Permanent admissions to residential and nursing care homes aged 65+</b> 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	Actual 383 admissions Target 575	1,150 admissions	1,150 admissions	Lower number of admissions is better	
		<b>122. Requests for support for new clients, where the outcome was no support or support of a lower level</b> For all distinct requests for support from new clients aged 65 or over, the proportion where the outcome to the request was no support or support of a lower level. New clients are defined as people who were not receiving long term funded support at the time of the request. This is another demand management measure which monitors the number / proportion of people who approach the council and are signposted away from more intensive support. This measure will come directly from the SALT requests table for people aged 65+ (STS001 table 2), and as such is underpinned by statutory guidance for recording and reporting. A higher percentage indicates a better performance.	Actual 96.0%  Target 93%	93%	93%	Lower percentage is better	

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		<b>124. Percentage of completed episodes of Reablement where the outcome was either no ongoing support or support of a lower level</b> New measure to monitor the effectiveness of the Reablement service, which is a key preventative activity for delaying or reducing need for longer term support services.	Actual 94.3% Target 95%	95%	95%	Higher percentage is better	
	Ensure that people have a positive experience of care and support	<b>65. People in receipt of long term support who have been reviewed</b> 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.	Actual 54.2% Target 45%	90%	90%	Higher percentage is better	
Learn and achieve	Improve educational attainment for all pupil	<b>67. Permanent exclusions</b> 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. This measure is reported with a 2 year lag. This means data for the academic year (September 2015- July 2016) is reported in 2017/18.	Academic year September 2015-July 2016 (reported in Q4 2017/18) 0.15% which equates to around 150 children.	Academic year September 2016- July 2017 0.12% (this equates to around 120 exclusions. This is expressed as exclusions rather than children as a child could have more than one exclusion)	Academic year September 2017- July 2018 0.11% (equates to around 117 exclusions. This is expressed as exclusions rather than children as a child could have more than one exclusion)	Lower percentage is better	
		<b>104. Percentage of pupils achieving the threshold in English and mathematics at Key Stage 4</b> This is the first year this new national measure is being introduced and will allow reporting of performance against the national threshold. (Reported annually in Q4.)	Actual Apr 17-Mar 18 42.4% Target Apr 17-Mar 18 43%	43%	43%	Higher percentage is better	
Sustaining and growing business and the economy The purpose of this	Jobs created as a result of the Council's support	<b>68. Jobs created and safeguarded</b> 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.	Actual 438 Target 180	360	624	Higher percentage is better	

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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.		<b>69. Businesses supported by the Council</b> Number of businesses who receive direct support and advice from services the Council commission.	Actual 551  Target 399	797	805	Higher number of businesses supported is better	
		<b>70. Qualifications achieved by Adults</b> Number of qualifications achieved (Skills programmes, vocational training programmes, adult and community learning) through programme support by the council.	Actual 731  Target 544	525	1000	Higher amount of qualifications achieved is better.	
		<b>71. External funding attracted to Lincolnshire</b> Amount of external funding attracted to Lincolnshire (including Greater Lincolnshire Local Enterprise Partnership and European Union funding programmes) by the council. The 2017/18 target is made up of £30m LEP funding and £5m EU funding. The timetable for LEP funding meant that none could be included in 2016/2017.	Actual £1,724,970  Target £0	£18,891,735	£21,391,735	Higher amount of external funding is better	
<b>Protecting and sustaining the environment</b> 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	<b>72. Flooding incidents within a property</b> 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.	9	This measure is included for context and so a set target is not appropriate.		Lower number of incidents is better	
		<b>73. Properties protected from flooding</b> It is estimated that in Lincolnshire there are about 28,000 properties which have either been flooded in the past or are thought to be at risk from surface water flooding. As outlined in the Lincolnshire Joint Flood Risk Management Strategy, in accordance with its duty to undertake improvement works to protect communities, the County Council as Lead Local Flood Authority has developed an ongoing programme of surface water flood risk management schemes. (Reported annually in Q4.)	Apr 17-Mar 18 Actual 57 properties  Target 50 properties	50 properties protected	50 properties protected	Higher number of properties protected is better	
	Reduce carbon emissions	<b>74. CO2 emissions from county council activity</b> Carbon dioxide (CO <sub>2</sub> ) 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. (Reported annually in Q1) New baseline to be agreed for renewal of measure in 2018/19.	Actual as at March 2018 23.4%  Target as at March 2018 22%	20% reduction by March 2023 (5 year cycle)		Lower amount of emissions is better	

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		<b>75. Lincolnshire CO2 reductions</b> 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 <sub>2</sub> ) from all sectors within the UK. The emissions for Lincolnshire are expressed as the amount of CO <sub>2</sub> emitted per person (capita). (Reported annually in Q1.)	Actual 5.4 tonnes emitted per person 2016  This is the latest data available from the Department of Energy and Climate Change	This measure is included for context and so a set target is not appropriate.		Lower number of emissions is better	
	Increase Recycling	<b>76. Recycling at County Council owned Household Waste Recycling Centres (HWRC)</b> This measure excludes all sites which are not owned by Lincolnshire County Council as the Council has limited control and influence over what streams are recycled. Performance includes some estimates where actual figures are not yet available. Officially approved data is available four months after the end of the Quarter to which it applies.	Actual 74.2%  Target 75%	73%	74%	Higher percentage is better	
		<b>77. Tonnage of recycling material collected at the kerbside</b> The tonnage of recycling material collected at the kerbside depends on how much is presented by the public in kerbside recycling collections and on how much of that material has to be excluded due to it being non-recyclable. This measure excludes waste that has been 'rejected' so that we can see how much recyclable material was collected. Performance includes some estimates where actual figures are not yet available. Officially approved data is available four months after the end of the Quarter to which it applies.	Actual 23,009 tonnes	This measure is included for context and so a set target is not appropriate.		Higher tonnage of recyclable material collected is better	
		<b>78. Household waste recycled and composted</b> The percentage of waste collected by either the County or District Councils which was reused, recycled or composted.	Actual 46.6%  Target 55%	47%	48.5%	Higher amount of household waste recycled is better	

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		<p><b>79. Garden waste composted</b> The tonnage of green waste collected by either the County or District Councils which was sent for composting.</p>	Actual 48,462 tonnes	This measure is included for context and so a set target is not appropriate.		Higher amount of green waste composted is better	
<p><b>Sustaining and developing prosperity through infrastructure</b></p> <p>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.</p>	Reduce barriers to business growth	<p><b>81. Lincoln Eastern Bypass</b> Contract awarded December 2016 and a start on site June 2017 with completion December 2019. Under a separate contract Network Rail are due to hand over the Spalding Rail bridge to LCC in March 2018 to enable access under the railway.</p>	<p>Activities</p>				
		<p><b>127. Grantham Southern Relief Road</b> Phase 1 commenced in September 2015 with completion in June 2016. Phase 2 expected to commence in April 2018 with completion in December 2019. Phase 3 expected to commence in April 2019 with completion in May 2022 subject to no Public Inquiry.</p>					
		<p><b>82. Spalding Western Relief Road</b> Phase 1 (Southern section known as Holland Park). Following the EIP adoption LCC will submit a planning application for the road only with an aspiration works commencement in Autumn 2021. Section 5 (Northern Connection) – SHDC in collaboration with LCC have submitted a bid to HCA through the Housing Infrastructure Fund Marginal Viability option for approximately £12m. If successful this will result in unlocking the opportunity to progress the project with a similar timescale as Section 1, only if the local plan is adopted and planning is granted.</p>					
		<p><b>83. Progress in preparation of the Lincoln Southern Relief Road</b> Preparing an Outline Business Case for submission. Aiming to submit a Department for Transport Majors Fund bid in June 2018 with three options using the corridor in Local Plan based in previous consultation.</p>					
		<p><b>84. Condition of Principal roads</b> Principal classified roads where maintenance should be considered as measured by SCANNER (Surface Condition Assessment for the National Network of Roads). Principal roads are A class roads e.g. A15, A158. Non-Principal classified roads are B and C class roads. (Reported annually in Q4.)</p>	Actual 2% based on condition surveys done during 2016/17	3%	3%	Lower percentage is better	
		<p><b>85. Condition of Non Principal roads</b> Non Principal classified roads where maintenance should be considered as measured by SCANNER (Surface Condition Assessment for the National Network of Roads). Principal roads are A class roads e.g. A15, A158. Non-Principal classified roads are B and C class roads.</p>	Actual 5% based on condition	7%	7%	Lower percentage is better	

2019/20 targets (where provided) in this document are informed by latest performance information (2018/2019 Q2) and are subject to change to reflect:- 2018/19 out turns; changes in the wider economy; the nature of demand; the consequences of any service reductions; and any changes in priorities. This Council Business Plan will be reviewed as part of quarterly performance reporting. Any proposed changes to reporting will be agreed by the Executive.

Appendix A - Council Business Plan 2018-2020

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.	Latest Performance and Target April 2018 – Sept 2018 -at time of writing -Cumulative Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2018  - Achieved (within target range)  - Improving but not yet achieved  - Not Achieved  - Measured
		(Reported annually in Q4.)	surveys done during 2016/17				
		<b>86. Condition of Unclassified roads</b> Unclassified roads where maintenance should be considered as measured by SCANNER (Surface Condition Assessment for the National Network of Roads). Principal roads are A class roads e.g. A15, A158. Non-Principal classified roads are B and C class roads. (Reported annually in Q4.)	Actual 29% 2016/17 data	30%	30%	Lower percentage is better	
		<b>108. Public Satisfaction with Highways and Transport services</b> The National Highways and Transport (NHT) Network Public Satisfaction Survey collect public perspectives on, and satisfaction with, Highway and Transport Services in Local Authority areas. It is a unique, standardised, collaboration between Highway Authorities across the UK enabling comparison, knowledge sharing, and the potential to improve efficiencies by the sharing of good practice. The survey targets a balanced demographic of Lincolnshire's residents and provides detailed and summary results based on themes such as Highways Maintenance, Public Transport, Walking and Cycling, Tackling Congestion, Accessibility and Road Safety. The result for overall satisfaction is produced from a combination of these themes. Reported in Q4.	Reported in Quarter 4 2018-19	52%	52%	Higher percentage is better	n/a
<b>How we do our business</b>	Effective financial and management accounting arrangements	<b>88. Unqualified annual external audit opinion on the financial statements</b> 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 2016/2017	Unqualified 2017/2018	Unqualified 2018/2019	n/a	
<b>Enablers to the business</b>	General reserves maintained within parameters set by the financial strategy	<b>89. General reserves are 2.5% to 3.5% of the annual budget requirement net of dedicated schools grant</b> 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%	n/a	
<b>Partnership engagement and support</b> These three commissioning strategies have been grouped together as they provide the corporate framework within which the Council works, supports other commissioning	Maintenance of an adequate governance, risk internal control, regime	<b>90. Unqualified annual external audit opinion on the Council's Value for Money</b> (Annual Measure)	Unqualified 2016/2017, except for the availability of information for informed decision making	Unqualified 2017/2018	Unqualified 2018/19	n/a	

2019/20 targets (where provided) in this document are informed by latest performance information (2018/2019 Q2) and are subject to change to reflect:- 2018/19 out turns; changes in the wider economy; the nature of demand; the consequences of any service reductions; and any changes in priorities. This Council Business Plan will be reviewed as part of quarterly performance reporting. Any proposed changes to reporting will be agreed by the Executive.

Appendix A - Council Business Plan 2018-2020

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.	Latest Performance and Target April 2018 – Sept 2018 -at time of writing -Cumulative Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2018  - Achieved (within target range)  - Improving but not yet achieved  - Not Achieved  - Measured
strategies and carries out its business.		<b>91. Annual governance statement by the Audit Committee</b> (Review of Council's governance, risk and control framework and assurance arrangements) (Effective or ineffective) (Reported annually in Q1.)	Effective with governance issues	Effective with governance issues	Effective with governance issues	n/a	
	Maximise the organisational strength, capacity, resilience and wellbeing to deliver the Council's strategic objectives through people	<b>92. Employee turnover</b>	Data not yet available	This measure is included for context and so a set target is not appropriate.	n/a	n/a	
		<b>93. Sickness absence</b>	Data not yet available				7.5 days per FTE
	Impact and increase employment and apprenticeship opportunities currently offered to young people aged 16 - 24 within Lincolnshire County Council	<b>106. Growth in apprenticeships and the knock on effect of the employment of young people</b> Through the introduction of the new Apprenticeship Reforms, plans are being put in 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.	Data not yet available (Reported annually in Q4)	This measure is included for context and so a set target is not appropriate.  The aim is to increase the number of apprentices employed in substantive roles year on year from the 2017/18 Q4 Baseline.	A higher number of apprentices employed is better		
	Get better value from our use of land and buildings by assessing performance	<b>95. Capital receipts</b> Progression through property disposal towards a triennial set capital receipts target	Actual Jul 18 – Sept 18 £4,193,826  Cumulative actual April 2016 – September 2018 £11,284,895				£20million by April 2019  It is not appropriate to set an annual target
	Record and investigate all reported security incidents in a timely manner to ensure impact is minimised and effective remedial action undertaken to	<b>98. Reported security incidents</b> The measure relates to the number of security incidents relating to council assets reported to the council's Information Assurance Team over the previous 12 months. A security incident is any fact or event which results in the compromise, misuse, or loss of council information. Where the cause of a security incident is identified, for example human error or malicious activity, corrective action is recommended in order to reduce the risk of an incident reoccurring. (Reported annually in Q4.)	Actual 2016/2017 92	It is not appropriate to set a target for this measure	Lower number of incidents is better		

2019/20 targets (where provided) in this document are informed by latest performance information (2018/2019 Q2) and are subject to change to reflect:- 2018/19 out turns; changes in the wider economy; the nature of demand; the consequences of any service reductions; and any changes in priorities. This Council Business Plan will be reviewed as part of quarterly performance reporting. Any proposed changes to reporting will be agreed by the Executive.

Appendix A - Council Business Plan 2018-2020

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.	Latest Performance and Target April 2018 – Sept 2018 -at time of writing -Cumulative Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2018  - Achieved (within target range)  - Improving but not yet achieved  - Not Achieved  - Measured
	reduce the likelihood of reoccurrence						
	Meet external information assurance compliance requirements	<b>99. Public Services Network connection Compliance</b> PSN (Public Services Network) is a network operated by a number of suppliers for government that provides a trusted, reliable, solution to departments, agencies, local authorities and other bodies that work in the public sector. Maintaining compliance requires the council to meet a number of information assurance requirements designed to provide an achievable and sensible baseline for security. (Reported annually in Q4.)	Non-compliant	Compliant	Compliant	n/a	
	New support services partnership contracts perform effectively and efficiently to allow the Council to achieve its commissioning outcomes	<b>101. Achievement of key performance indicators within the VINCI Facilities Partnership Limited contract (Property Services)</b> An overall score of over 75% is required for the contractor to benefit from financial incentives gained by performing lower than their target costs.	Actual 95.6% Target 75%	75%	75%	Higher percentage is better	
	Meet external data security and protection requirements	<b>102. NHS Digital – Data Security and Protection Toolkit</b> The Data Security and Protection Toolkit replaces the previous Information Governance toolkit from April 2018. The Data Security and Protection Toolkit is an online self-assessment tool that enables organisations to measure and publish their performance against the National Data Guardian's ten data security standards. All organisations that have access to NHS patient data and systems must use this toolkit to provide assurance that they are practising good data security and that personal information is handled correctly. (Reported annually in Q1.)	Compliant	Compliant	Pass	n/a	
	New support services partnership contracts perform effectively and efficiently to allow the Council to achieve its commissioning outcomes	<b>100. Achievement of key performance indicators within the SERCO contract for Information Management Technology; People Management; Finance and Customer Service Centre</b>	Of the 41 measures, performance for November 2018: 37 met contract Target Service Levels; 0 met contract Minimum Service Levels; 0 were below	Meet targets within the contract	Meet targets within the contract	n/a	n/a

2019/20 targets (where provided) in this document are informed by latest performance information (2018/2019 Q2) and are subject to change to reflect:- 2018/19 out turns; changes in the wider economy; the nature of demand; the consequences of any service reductions; and any changes in priorities. This Council Business Plan will be reviewed as part of quarterly performance reporting. Any proposed changes to reporting will be agreed by the Executive.

Appendix A - Council Business Plan 2018-2020

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.	Latest Performance and Target April 2018 – Sept 2018 -at time of writing -Cumulative Unless otherwise stated	Annual Target April 2018- March 2019	Annual Target April 2019- March 2020	Direction of Travel	April – Sept 2018  - Achieved (within target range)  - Improving but not yet achieved  - Not Achieved  - Measured
			contract Minimum Service Level; 4 had an excusing cause/mitigation factor associated with it.				

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## Appendix B Changes from Council Business Plan 2018/2019 to 2019/2020

### Measures removed

Commissioning Strategy	Measure	Ref No	Reason	Executive Director
Protecting the Public	Alcohol related anti-social behaviour incidents	5	Data is no longer comparable due to changes in reporting practices within the Police.	Pete Moore
	Alcohol related violent crime incidents	6		
How we do our business Enablers to the business Partnership engagement and support	Information governance training	96	Information Governance operational measures, not appropriate for the level of the Council Business Plan.	Debbie Barnes
	Information assurance polices reviewed and updated within a 12 month period	97		
How we do our business Enablers to the business Partnership engagement and support	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.	40	This is an activity and the impact of such proposals are considered as part of decision making reports	Debbie Barnes

### Measures added

Commissioning Strategy	Measure	Ref No	Reason	Executive Director/Director
Community resilience and assets	Accumulative traveller review rating from Trip Advisor of excellent and/or very good aggregated across all Heritage Visitor sites	128	Provides a more accurate and informed picture of the quality of the offer including the impact it has upon people's lives. Provides much greater understanding as to whether visitors would return or recommend us others.	Andy Gutherson
	Overall enjoyment of the services as measured by the visitor feedback forms aggregated across all Heritage Visitor sites	129		

### Changes to measures

Commissioning Strategy	Measure changed from	Ref	Measure changed to	Reason	Director
Protecting the Public	Unsafe and Counterfeit goods removed from the market	2	Unsafe goods removed from the market	Service will be implementing a different approach to counterfeit items in 2019/2020.	Pete Moore

Wellbeing	Percentage of alcohol users that left drug treatment successfully who do not re-present to treatment within 6 months	31	Percentage of alcohol users that left specialist treatment successfully	Revised to align more closely with the National Drug Treatment Monitoring System (NDTSM)	Glen Garrod
	Number of frontline staff and volunteers trained in Making Every Contact Count (MECC)	109	Number of staff and volunteers trained in Making Every Contact Count (MECC)	Reflects the wider workforce to which the programme is being rolled out.	
	Department of Health Information Governance Toolkit	102	NHS Digital – Data Security and Protection Toolkit	Reflects the new naming convention and approach by NHS Digital	

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County Council

**Open Report on behalf of Debbie Barnes OBE, Head of Paid Service**

Report to:	<b>County Council</b>
Date:	<b>22 February 2019</b>
Subject:	<b>Pay Policy Statement &amp; Gender Pay Gap Analysis</b>

**Summary:**

Pay Policy Statement

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 that the pay policy has been updated to reflect:

- Senior Leadership roles
- Lincolnshire Payspine SCP 1 applicable to Business Support Foundation roles only

Gender Pay Gap Analysis

Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, employers with 250 or more employees are required to publish statutory Gender Pay Gap information on an annual basis. The results of the Gender Pay Gap analysis as at 31 March 2018 is attached for information with the key points being:

- There have been improvements in both the mean and median hourly rates of pay between male and female employees
- The Council's median Gender Pay Gap is significantly lower than the national average

**Recommendation(s):**

The recommendation of the Pay Policy Sub-Committee is that Full Council approves the Pay Policy Statement at Appendix A and notes the Gender Pay Gap Analysis at Appendix B.

## **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 good practice 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.

Gender Pay Gap Analysis - From 2017, any organisation that has 250 or more employees must publish and report specific figures about their gender pay gap. The Analysis is published by the 31<sup>st</sup> March each year.

## **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).

The Gender Pay Gap is the difference between the average earnings of men and women, expressed relative to men's earnings.

Both the Pay Policy statement and the Gender Pay Gap Analysis ensure the Council has a fair and transparent approach to these matters.

## **3. Legal Comments:**

The Council is required to publish its Pay Policy Statement annually under section 38 of the Localism Act 2011 and to have regard to Guidance in developing that Pay Policy Statement.

Approval of the Pay Policy Statement is reserved in law to the full Council.

The Council is also required to publish its Gender Pay Gap Analysis annually under the Equality Act 2010 (Specific Duties and Public Authorities Regulations 2017). The analysis summary is enclosed for information.

## **4. Resource Comments:**

Both the policies ensure that all employees are treated fairly and transparently and in relation to the Pay Policy Statement, ensures that all posts can be funded from within existing Council budget.

## 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. It has not been considered by a Scrutiny Committee but has been considered by the Pay Policy Sub-Committee.

The Gender Pay Gap analysis has been considered by the Pay Policy Sub-Committee and is included for information.

### 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
Appendix B	Gender Pay Gap Analysis

## 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
Employment Manual	<a href="http://www.lincolnshire.gov.uk/jobs/manuals/employment-manual">http://www.lincolnshire.gov.uk/jobs/manuals/employment-manual</a>

This report was written by Fiona Thompson, who can be contacted on 01522 552207 or [fiona.thompson@lincolnshire.gov.uk](mailto:fiona.thompson@lincolnshire.gov.uk)

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# PAY POLICY STATEMENT

**For year 2019/2020  
People Management Service**

This document applies to all Council employees except:

- Employees on Teachers' Terms & Conditions
- Employees on Soulbury Terms & Conditions

*This document may not be applicable to employees who transferred into LCC under TUPE legislation and remain on the terms and conditions of their previous organisation.*

<b>Last Review</b>	April 2018
<b>Next Scheduled Review</b>	April 2020
<b>Last Updated</b>	January 2019

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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 2019-2020.

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 and against the market place. 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 salary<sup>1</sup>. 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 KornFerry / Hay Job Evaluation Scheme. Periodically the pay structure will be reviewed to ensure that salaries offered are competitive in the market place, taking into account information from the annual benchmarking exercise with KornFerry Hay. Individual achievement is assessed using the [Council's Appraisal Scheme](#), twelve months after starting in the role. Performance percentage uplifts are locally determined on an annual basis by the Chief Officer Pay Board and paid at the Council's discretion.

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<sup>1</sup> See Glossary Page 12

## **Fire & Rescue Service Management Team**

The pay structure is determined in line with the NJC for Brigade Managers (Gold Book<sup>2</sup>) 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 payments over £50,000 in a year are available in the Council's published accounts on our website: [Statement of Accounts 2017-18](#).

## **5 OTHER EMPLOYEES' PAY STRUCTURE**

### **(including lowest paid employees<sup>3</sup>)**

Remuneration for other employees is normally determined by the Council's Job Evaluation (JE) Scheme<sup>4</sup> 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 [Appendices A and B](#).

The Pay and Grading structure used by the Council was implemented by Collective Agreement<sup>5</sup> 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 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 Executives<sup>6</sup>; the JNC for Chief Officers of Local Authorities and the NJC for Local Government Services. The exception to this is the pay rates in respect of the Senior Leadership Pay Band in Appendix A as these are locally determined on an annual basis by the Chief Officer Pay Board and paid at the Council's

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<sup>2</sup> See Glossary Page 12

<sup>3</sup> The Council's definition of "lowest-paid employee" is an employee paid at SCP1 on the Pay Spine attached at Appendix B. The reason for adopting this definition is that SCP1 represents the lowest FTE salary paid by the Council.

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

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

<sup>6</sup> See Glossary Page 12

discretion. The pay rates in respect of the Lincolnshire Payspine in Appendix B are adjusted to reflect the NJC Local Government Services national pay award.

## **8 ATTRACTION AND RETENTION PAYMENTS**

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 retains a skilled and experienced workforce, salary supplements may be paid in addition to the post grade. Further details can be found in the [Attraction and Retention Payments Procedure](#).

## **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, from January 2018 all performance and development appraisal reviews included a rating of the employee's performance. This rating will be used to inform incremental pay progression decisions (award of scale points) for employees on GLPC grades, from 1 April 2019 onwards.

The expected minimum level of performance for all employees is an overall performance and development appraisal rating of successful (i.e. 3) The impact of ratings on incremental pay progression will only affect employees who are on GLPC grades and is not applicable to employees who transferred into LCC under TUPE legislation and remain on the terms and conditions of their previous organisation.

For those on GLPC grades it will only affect those who have not reached the top of their current GLPC scale as at 31<sup>st</sup> March 2019.

The pay of employees who are at the top scale point of their GPLC grade will not be affected.

To be eligible for a pay progression increment, employees must achieve an overall performance and development appraisal rating of successful or above. (i.e. 3 or above).

For other employees, eligibility for incremental progression will be in accordance with the [Green Book Employees Pay and Conditions Policy](#) covering the NJC for Local Government Services Group.

A pay increment may be withheld following an adverse report on an employee's performance (subject to the Council's capability / disciplinary procedures being followed).

Any pay 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 Core Values & 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 19<sup>7</sup> - Pay and Allowances.

## **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.

## **20 SEVERANCE PAYMENTS**

For those in the Local Government Pension Scheme, (including Chief Officers) payments relating to redundancy and early 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 1999<sup>8</sup>.

## **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.

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<sup>7</sup> See Glossary Page 12

<sup>8</sup> 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.

## **23 LCC GREEN BOOK<sup>9</sup> 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 2018-19 the pay multiple is 4 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.

## **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.

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<sup>9</sup> See Glossary Page 12

## **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.

The Council does not currently have any such contracts in place for normal employment.

From the 6 April 2017, the Government changed the rules in relation to [off-payroll working in the Public Sector for intermediaries](#). The Council's policy on [Agency and Other Off-Payroll Working Guidance](#) was updated in line with these changes.

## **29 GENDER PAY GAP INFORMATION**

In accordance with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, which came into force on the 31 March 2017, employers with at least 250 employees are required to publish annual information as at 31 March each year. This information is published on the Council's website and also externally and on the [Governments Gender Pay Gap website](#).

# APPENDIX A

## Senior Manager Pay Structure – from April 2018

Salary (£)	Chief Executive - <b>1/4/18</b> - £178,500 <b>1/4/19</b> - £182,070
	Executive Directors: <b>1/4/18</b> - £131,085 <b>1/4/19</b> - £133,707

### Senior Leadership Pay Band

Pay Zone	Zones	Post Titles	Pay Range		
			Max	Med	Min
Director Band	Single Zone	Director of Public Health	127,112	110,725	102,012
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 - Adult Frailty and Long-term Conditions Chief Digital Officer Chief Commercial Officer Chief Officer for Education	107,878	91,264	82,624
	Zone B	Chief Commissioning Officer - Children's Chief Legal Officer Consultant in Public Health County Commissioner for Economy & Place County Property Officer Chief Community Engagement Officer Chief Commissioning Officer – Prevention & Early Intervention Head of Business Intelligence & Performance	92,558	78,230	71,327
	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 County Manager (Adult Frailty & Long Term Conditions; Learning Disabilities; Special Projects and Hospital Services; Adult Safeguarding) County Manager – Business Support Highway Asset Manager Highway Network Manager Group Manager – Transport Services Infrastructure Commissioner Head of ICT	79,106	67,886	62,664

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

<b>Band 9 *</b>	
	£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.

<b>Fire &amp; Rescue Service Management Team – from 1 July 2018</b>	
Chief Fire Officer	£117,807
Deputy Chief Fire Officer	£ 94,339
Assistant Chief Fire Officer	£ 88,443

# APPENDIX B

## Lincolnshire County Council

### Salary Structure from 1 April 2018- 2020 NJC for Local Government Services

LCC Pay Spine for staff up to and including Head of Service			
	1 April 2018	1 April 2019	This Pay Spine is anchored to salary points on the NJC National Pay Spine and these salaries are shown in bold. The relevant Lincolnshire points are scp's 2,3,6,9,12,15,18,21,24,27,30 & 33 Scp 1 – Business Support Assistant – Foundation (BSA – Foundation)
			GLPC Points Score
1	£14,831	£15,709	
2	<b>£16,394</b>	<b>£17,364</b>	BSA - Foundation
3	<b>£16,626</b>	<b>£17,711</b>	Grade 1 = 182 - 227
4	£16,773	£17,847	
5	£16,874	£17,937	
6	<b>£17,007</b>	<b>£18,065</b>	Grade 2 = 228 - 267
7	£17,434	£18,419	
8	£17,920	£18,816	
9	<b>£18,319</b>	<b>£19,171</b>	Grade 3 = 268 - 307
10	£18,558	£19,208	
11	£19,287	£19,866	
12	<b>£19,819</b>	<b>£20,344</b>	Grade 4 = 308 - 347
13	£20,678	£21,149	
14	£21,541	£22,032	
15	<b>£22,401</b>	<b>£22,911</b>	Grade 5 = 348 - 387
16	£23,154	£23,682	
17	£23,906	£24,451	
18	<b>£24,657</b>	<b>£25,295</b>	Grade 6 = 388 - 427
19	£25,557	£26,068	
20	£26,458	£26,987	
21	<b>£27,358</b>	<b>£27,905</b>	Grade 7 = 428 - 467
22	£28,548	£29,119	
23	£29,630	£30,222	
24	<b>£30,756</b>	<b>£31,371</b>	Grade 8 = 468 - 507
25	£31,880	£32,518	
26	£32,992	£33,651	
27	<b>£34,106</b>	<b>£34,788</b>	Grade 9 = 508 - 547
28	£35,421	£36,129	
29	£36,737	£37,472	
30	<b>£38,052</b>	<b>£38,813</b>	Grade10 = 548 -587
31	£39,636	£40,429	
32	£41,221	£42,045	
33	<b>£42,806</b>	<b>£43,662</b>	Grade 11 = 588 - 627
34	£45,017	£45,917	
35	£47,228	£48,173	
36	£49,441	£50,430	Grade 12 = 628 - 667
37	£51,100	£52,122	
38	£52,757	£53,812	
39	£54,415	£55,503	Grade 13 = 668 - 707
40	£56,073	£57,194	
41	£57,732	£58,887	
42	£59,390	£60,578	Grade 14 = 708 - 747
43	£61,047	£62,268	
44	£62,706	£63,960	
45	£64,364	£65,651	Grade 15 = 748 - 787
46	£66,022	£67,342	
47	£67,679	£69,033	
48	£69,338	£70,725	Grade 16 = 788 - 827

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

1 April 18  
£35.37

1 April 19  
£36.08

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

1 April 18  
£28.46

1 April 19  
£29.03

## **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.

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# Lincolnshire County Council

## Gender Pay Gap

### Result Gender Gap Calculations at 31<sup>st</sup> March 2018

Lincolnshire Council had 4873 employees in scope for the gender pay gap exercise.

In 2018 67% of the Council's workforce was female and 33% male

The mean gender pay gap shows the difference between the mean hourly rate of pay for males and females within the Council.

The mean gender pay gap for 2018 is 7.6%, this is an improvement of 3.5% from 2017

The median gender pay gap shows the difference between the median hourly rate of pay for males and females within the Council.

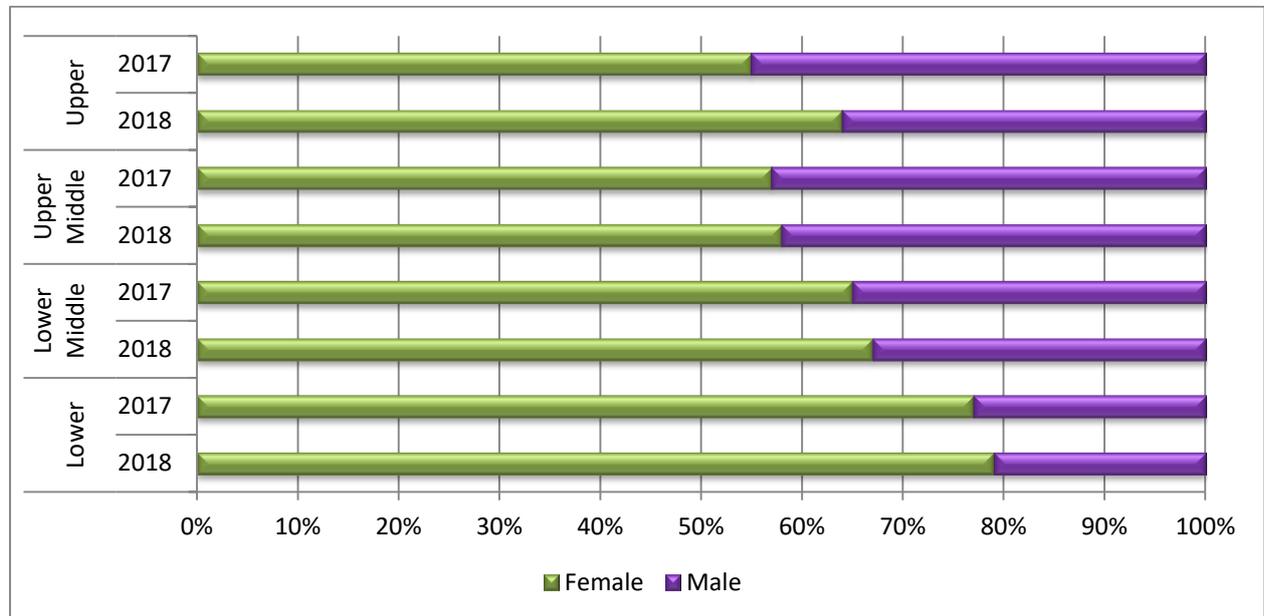
The median gender pay gap for 2018 was 2.1%, this was an improvement of 11.2% from 2017.



Lincolnshire County Council has no bonus payments for 2018 that fall in the gender pay gap category.

## Additional information

This graph below shows the pay split by percentiles. This shows that there has been the most significant increase in the % of females within the upper quartile from 2017 to 2018, with a slight increase in all other quartiles.



### The actions which may have contributed to this improvement are:

- Promotion of employee benefits including flexible leave. We are aware from staff survey that this is highly valued in our workforce, especially for carers.
- Secondments and acting up opportunities, giving women the chance to act up and gain experience and confidence to apply for permanent roles in senior jobs.
- Leadership Development Programmes running for the last 6 years targeted at different levels of leadership across the organisation, enabling internal progression.
- Bespoke career development programmes such as Bridging the Gap and Career Panels in Children's Social Care.
- Unconscious bias training for managers on interview panels.
- Notable increase in females in Senior Management Teams, particularly within Children's Services and in Adult Care and Community Wellbeing.
- An increased take up of purchase of additional annual leave which is particularly attractive to females with a higher burden of caring responsibilities. This, coupled with flexible working is seen as a benefit that assists staff retention and enables women to return after maternity leave.
- The transfer in of the Children's Health Services from the NHS, which was mainly female employees in the higher quartiles.
- Embedding LCC's Core Values and Behaviours which are designed to provide a supportive environment.

## **2019 Action Plan for Lincolnshire County Council to further address the pay gap**

1. Promote the improvements in the Gender Pay Gap and how low it is compared to other employers. (There is evidence that this is something that female applicants are interested in when looking to apply for a vacancy.)
2. Continue to review flexible working policies and have senior leaders and manager's act as role models. Promote arrangements that are in place such as use of paternity and parental leave, part time working and job share by using case studies.
3. Raise the profile of the recruitment and equal opportunities policies which provide support for progression of all staff regardless of gender and ethnicity.
4. Unconscious Bias training to be part of recruitment training and review adverts for gender neutral language.
5. Review distribution of performance ratings between men and women when the appraisal data is collected in 2019.
6. Raise profile of the mentoring pilot, and consider introducing mentoring to support progression into management and for returners from long periods of family leave such as maternity and adoption leave.
7. Provide data to Directorate Management Teams on gender quarterly for discussion on performance and to identify and progress any specific actions.

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**Open Report on behalf of Debbie Barnes OBE, Head of Paid Service**

Report to:	<b>County Council</b>
Date:	<b>22 February 2019</b>
Subject:	<b>Members' Allowances Scheme 2019/20</b>

**Summary:**

The Council has to agree its Members' Allowances Scheme every year. This report presents the recommendations of the Independent Remuneration Panel (IRP) convened in February 2019 and proposes no changes to the Scheme of Members' Allowances for 2019/20 other than indexation in accordance with the Scheme.

**Recommendation(s):**

1. To note the IRP recommendations.
2. To agree that the Scheme of Members' Allowances for 2019/20 be the same as the Scheme of Members Allowances for 2018/19 subject only to indexation in accordance with the Scheme.

## **1. Background**

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

The 2003 Regulations require that an Independent Remuneration Panel (IRP) is convened to make recommendations to the Council. The Council is required to consider any IRP recommendations before setting a scheme but is not required to accept their recommendations.

The IRP met in February 2019 and recommended that no changes to the scheme be made, save for the previously agreed annual increase in line with the average % increase in pay for employees covered by the National Joint Council for Local Government Services for the last 12 months (usually referred to as 'Green Book' employees).

The increase for this year amounts to 2.49%.

## 2. Legal Issues:

### Equality Act 2010

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

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

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

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

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

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

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

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

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

The decision to adopt the Members Allowances Scheme enhances equality of opportunity, as it enables more people to stand as councillors.

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

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

There are no implications for the JSNA or JHWS in relation to approval of this Scheme

Crime and Disorder

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

There are no implications in relation to Crime and Disorder from approval of this Scheme

**3. Conclusion**

The Council is required to convene the IRP and has done so. The IRP has made recommendations that the Council must take into account when setting a Scheme of Members' Allowances.

**4. 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.

Before making such a Scheme the Council must have regard to the recommendations made in relation to the Scheme by the Independent Remuneration Panel.

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

**5. Resource Comments:**

The costs arising from acceptance of the recommendations in this report can be funded from within the existing budget provision.

## 6. Consultation

### a) Has Local Member Been Consulted?

N/A

### b) Has Executive Councillor Been Consulted?

N/A

### c) Scrutiny Comments

N/A

### d) Have Risks and Impact Analysis been carried out?

No

### e) Risks and Impact Analysis

N/A

## 8. Background Papers

Document name	Where it can be viewed
Report to Council 23 February, 2018 entitled Members' Allowances Scheme 2018/19	Democratic Services and Council website
Members' Allowances Scheme 2018/19	Democratic Services and Council website

This report was written by Nigel West, who can be contacted on 01522 552840 or [nigel.west@lincolnshire.gov.uk](mailto:nigel.west@lincolnshire.gov.uk) .