

County Offices
Newland
Lincoln
LN1 1YL

24 February 2020

Executive

A meeting of the Executive will be held on **Tuesday, 3 March 2020** in **County Offices, Newland, Lincoln LN1 1YL** at **10.30 am** for the transaction of business set out on the attached Agenda.

Yours sincerely



Debbie Barnes OBE
Chief Executive

Membership of the Executive
(8 Members of the Council)

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

Councillor Mrs P A Bradwell OBE, Executive Councillor for Adult Care, Health and Children's Services (Deputy Leader)

Councillor C J Davie, Executive Councillor for Economy and Place

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

Councillor E J Poll, Executive Councillor for Commercial and Environmental Management

Councillor Mrs S Woolley, Executive Councillor for NHS Liaison and Community Engagement

Councillor C N Worth, Executive Councillor for Culture and Emergency Services

Councillor B Young, Executive Councillor for Community Safety and People Management

**EXECUTIVE AGENDA
TUESDAY, 3 MARCH 2020**

Item	Title	Forward Plan Decision Reference	Pages
1	Apologies for Absence		
2	Declarations of Councillors' Interests		
3	Announcements by the Leader, Executive Councillors and Executive Directors		
4	Minutes of the Meeting of the Executive held on 4 February 2020		5 - 18

NON KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE

5	Performance Reporting against the Council Business Plan 2019/2020 - Quarter 3 <i>(To receive a report which presents an overview of performance for Quarter 3 against the Council Business Plan 2019/2020)</i>	I018624	19 - 34
6	Council Performance Measures 2020/2021 <i>(To receive a report which presents proposals for amendments to the reporting of the existing Council Performance Measures beyond March 2020)</i>	I019284	35 - 50

KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE

CONSIDERATION OF EXEMPT INFORMATION

In accordance with Section 100 (A)(4) of the Local Government Act 1972, agenda item 7 has not been circulated to the press and public on the grounds that it is considered to contain exempt information as defined in paragraph 3 of part 1 of Schedule 12A of the Local Government Act 1972, as amended. The press and public may be excluded from the meeting of the consideration of this item of business.

7	New Lincolnshire Partnership NHS Foundation Trust Mental Health Section 75 Partnership Agreement <i>(To receive an exempt report which presents information on the new Lincolnshire Partnership NHS Foundation Trust Mental Health Section 75 Partnership Agreement)</i>	I018573	51 - 86
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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.

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**EXECUTIVE
4 FEBRUARY 2020**

PRESENT: COUNCILLOR M J HILL OBE (LEADER OF THE COUNCIL)

Councillors C J Davie (Executive Councillor for Economy and Place), E J Poll (Executive Councillor for Commercial and Environmental Management), Mrs S Woolley (Executive Councillor for NHS Liaison and Community Engagement), C N Worth (Executive Councillor for Culture and Emergency Services) and B Young (Executive Councillor for Community Safety and People Management).

Councillors A P Maughan (Vice-Chairman of the Children and Young People Scrutiny Committee), Mrs M J Overton MBE and R B Parker (Chairman of the Overview and Scrutiny Management Board) were also in attendance.

Also in attendance:-

Debbie Barnes OBE (Chief Executive), Matthew Clayton (Admissions and Education Provision Manager), Alex Craig (Commercial and Procurement Manager - People Services), Andrew Crookham (Executive Director Resources), James Drury (Executive Director Commercial), Glen Garrod (Executive Director - Adult Care and Community Wellbeing), Michelle Grady (Assistant Director for Strategic Finance), Andy Gutherson (Executive Director Place), Alina Hackney (Senior Strategic Commercial and Procurement Manager - People Services), Justin Hackney (Assistant Director, Specialist Adult Services), Ann Hoffmann (Executive Headteacher, St Francis and St Christopher's School), Eileen McMorrow (Senior Project Officer Specialist Schools Project), Carl Miller (Commercial and Procurement Manager - People Services), Carolyn Nice (Assistant Director, Adult Frailty & Long Term Conditions), Dave Pennington (Service Manager Property Development), Heather Sandy (Interim Director - Education), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and Rachel Wilson (Democratic Services Officer).

54 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs P A Bradwell OBE (Executive Councillor for Adult Care, Health and Children's Services) and R G Davies (Executive Councillor for Highways, Transport and IT).

55 DECLARATIONS OF COUNCILLORS' INTERESTS

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

56 ANNOUNCEMENTS BY THE LEADER, EXECUTIVE COUNCILLORS AND EXECUTIVE DIRECTORS

The Executive Councillor for Economy and Place informed the Executive that the report from Norfolk County Council following its investigation into the flooding in Wainfleet during June 2019, would be published and made available to the public on 14 February 2020.

57 MINUTES OF THE MEETING OF THE EXECUTIVE HELD ON 7 JANUARY 2020

RESOLVED

That the minutes of the meeting held on 7 January 2020 be signed by the Chairman as a correct record.

58 REVENUE BUDGET MONITORING REPORT 2019/20

Consideration was given to a report from the Executive Director – Resources which provided an update on revenue spending compared with budgets for the financial year which started on 1 April 2019.

The Assistant Director – Strategic Finance advised that the tables in the report had shown the actual income and expenditure for the first eight months of the financial year to 30 November 2019, along with the forecasts for spending and comparison of the forecasts against the approved budgets.

The Executive was advised that the total council revenue spending was predicted to be £6.481m less than the total budget (excluding spending on schools), and general reserves at the year-end were forecast to be within the 2.5% - 3.5% range of the total budget based on current spending.

The explanations for the variances in budgets were set out in pages 16 – 25 of the report. An underspend of £2.2m was highlighted and £1.2m of this was associated with the IMT budget. In other budgets, it was forecasted that there would be an overspend of £3.632m which was due to a reduction in capital receipts income and some increase in insurance premium costs.

The Chairman of the Overview and Scrutiny Management Board (OSMB) advised that OSMB had considered the Executive report at its meeting on 30 January 2020 and had supported the recommendation in the report. The comments of OSMB had been circulated prior to the meeting for consideration by the Executive.

The Chairman of the OSMB highlighted that a number of points had been considered, which included the capacity to accurately forecast budget spending. In particular, the overspend on insurance due to increased claims for car damage from pot holes. It was also raised whether underspends could be used in-year rather than accumulating to the end of the year in order to provide flexibility.

The Executive was advised that for 2020/21 a significant review of all budget lines had been undertaken, and there was confidence that the budget being recommended was accurate. However, it was acknowledged that as time progressed there was a chance that accuracy would vary, and those variances were highlighted in the report presented to this meeting.

In response to a question of whether the underspend for Adult Social Care could have been reasonably predicted, the Executive was advised the directorate was becoming a lot stronger at being able to predict needs in terms of budget requirements, however, there would always be variances. In 2019, Adult Care had benefitted from the work with Serco in relation to the carrying out of financial assessments. The authority had also been able to generate more income from working with NHS partners, particularly around mental health services. It was highlighted that £1m was a little more than a day's spend in terms of running adult social care services.

In terms of the reported underspend in Children's Services, the Executive was advised that this was due to the completion of the Fire Houses in Denton Avenue, Grantham. This meant that Children's Services were able to rehabilitate six young people from out of county back into the county, and this process happened much quicker than expected. It was noted that this had been a pilot, and so in future the directorate would be able to more accurately budget these activities.

In terms of the IMT underspend it was reported that this was far more controlled and smaller than in previous years. The underspend had occurred due to issues around timing, as some projects had not been delivered as quickly as planned and so some funding had been carried forward to the following year. A planned restructure had also been stopped when the new Executive Director came into post so he could examine it in more detail. It was also reported that IMT as an industry moved very quickly, and new products could come onto the market which were more efficient and cheaper. In conclusion, the underspend for the current year was an improvement on the previous year and it was an improving picture.

RESOLVED

That the current position on the revenue budget be noted.

59 CAPITAL BUDGET MONITORING REPORT 2019/20

Consideration was given to a report from the Executive Director – Resources which provided an update on capital spending compared with budgets for the financial year which started on 1 April 2019.

The Assistant Director – Strategic Finance reported that the tables in the report showed the actual expenditure and any grants and contributions for the eight months of the financial year to 30 November 2019, along with the forecast for spending and a comparison of the forecast against the approved budgets. For projects the whole life budget and forecast of the project was shown. It was reported that an underspend of £0.5m was forecasted across the projects for this financial year. However, in terms

of project schemes and the whole life budget was forecasted to be underspent by £13.2m. Of this, £11m was due to the Boston Barrier scheme which was proposed to be replaced by various schemes as part of the 2020/21 onwards capital budget setting process.

The Chairman of the Overview and Scrutiny Management Board (OSMB) advised that OSMB had considered the Executive report at its meeting on 30 January 2020 and had supported the recommendations in the report. The Comments of OSMB had been circulated prior to the meeting for consideration by the Executive.

The Chairman of OSMB highlighted that the delayed opening of the Lincoln Eastern Bypass from Spring 2020 to Autumn 2020 was not currently expected to generate increased costs, and informed the Executive that he had written to the Executive Director – Place on behalf of the OSMB requesting further information on how the costs were being managed. The Executive Director – Place advised that he had received the request and would be providing the information, in the form of a written response, to OSMB. However, he advised that within the cost envelope for the scheme there was a risk contingency included for the entirety of the scheme rather than for individual elements. The scheme was subject to regular review by the project team. It was noted that the weather events in the three months prior to Christmas 2019 had been extreme and had impacted on the scheme.

RESOLVED

That the current position on the capital budget be noted.

60 CAPITAL STRATEGY 2020/21

Consideration was given to a report from the Executive Director – Resources which advised that a Capital Strategy for 2020/21 had been prepared for the Council, in compliance with the CIPFA Prudential Code. The purpose of the Capital Strategy was to provide members with a high level overview of capital expenditure, its financing and its longer term impact on future financial sustainability. The Capital Strategy would be included in the Council's Budget Book and aimed to support budgetary decision making at the meeting of the County Council on 21 February 2020.

The Assistant Director – Strategic Finance presented the report and advised that the main aim was to ensure that the Strategy was affordable, and therefore a ten year capital programme was proposed to ensure that costs for the whole project were factored into future budgets.

The Chairman of the Overview and Scrutiny Management Board (OSMB) advised that the Board had considered the Executive report at its meeting on 30 January 2020 and had supported the recommendations in the report. The comments of the Board were circulated prior to the meeting for consideration by the Executive.

The Chairman of the OSMB highlighted that the Board had given consideration to developer contributions as they were an important aspect of a lot of schemes.

However, they were not always received before the project commenced and so the Council would have to fund any capital expenditure required upfront and then offset the cost once the developer contributions had been received. The Board also highlighted the importance of the relationship between the proposed scheme and the Corporate Plan.

The Chairman of OSMB also reported the view that there was a need for a different form of capital monitoring by scrutiny which should be given consideration during the next financial year. There was support for the view that members needed to have oversight of the progress of schemes and the benefits of the business case. The Executive was advised that the Executive Director – Resources was looking into this matter. Members should be able to look at variations in project costs and if they had questions, they should be referred to a scrutiny committee, to ensure that scrutiny was focused on matters which were important and valuable.

Further to the queries in relation to developer contributions, it was highlighted that they allowed the authority to progress with the large schemes. Whilst it was acknowledged that they were not always received in advance of the project, there was a robust follow up process. The timing of the receipt of these monies meant that a lot of projects were back loaded, and so would fund future projects. It was noted that around Lincoln there were a lot big sites moving forward. In terms of the Lincoln Eastern Bypass, the contributions were coming via slightly different arrangements, through CIL (Community Infrastructure Levy), rather than through a Section 106 which was open to challenge.

RESOLVED

That the Capital Strategy 2020/21 be recommended to full Council for approval.

61 COUNCIL BUDGET 2020/21

Consideration was given to a report from the Executive Director – Resources, which invited the Executive to consider its final proposals for the Council's budget and council tax in light of the provisional local government settlement and consultation comments on its initial proposals. The Executive was also asked to consider prudential targets in relation to capital financing and other treasury management matters.

The Assistant Director – Strategic Finance introduced the report to the Executive and guided them through a further update to the Council Budget 2020/21, tabled at the meeting, which set out a revised Budget position following confirmation from the district councils of the Council Tax bases; Council Tax Collection Fund surpluses; Business Rates Collection Fund surpluses; and the Business Rates Section 31 grant funding.

An updated Appendix I to the report was also circulated to the meeting, which included budget consultation feedback from scrutiny committees; members of the public; and the notes from the consultation meeting with external stakeholders.

The Assistant Director – Strategic Finance advised that the report presented gave the updated position following the meeting of the Executive on 7 January 2020. The budget requirement was expected to be £489m with a surplus of £1.447m which would be added to the Development Fund. District councils had had until 31 January 2020 to submit their Council Tax Base and surplus/deficit position on the Council Tax element of the Collection Fund. The update on the position had been circulated to the Executive, and showed that the variances from the district councils on council tax and business rates created a further surplus of £1.165m not previously included in the budget. It was noted that the Council was yet to receive its budget settlement from Government.

The Executive was also advised of a late announcement on 7 January 2020 from Government regarding the increase to the National Living Wage which was greater than forecasted at 6.2%. This would create a budget pressure of £0.552m, and this had been reported back to Government.

It was highlighted that there had been no changes to Appendix D – Revenue Budgets 2019/20 and 2020/21 since January 2020. The Capital Programme also remained unchanged, although there were a small number of changes made to the phasing of some schemes.

It was proposed to increase Council Tax by 3.5%, which would be an increase for a Band D property of £45.18 per year. It was also proposed to not continue with the flexible use of capital receipts to fund revenue transformation projects, but instead use them to repay loans or fund new capital expenditure. Consultation feedback had indicated that the budget proposals for 2020/21 were broadly supported.

The Chairman of the Overview and Scrutiny Management Board (OSMB) advised that OSMB had considered the Executive report containing the Council Budget 2020/21 proposals and the Medium Term Financial Strategy at its meeting on 30 January 2020, and had supported the Budget proposals put forward. The Chairman highlighted that he had abstained from voting on this item.

The Chairman of OSMB also highlighted the cost pressure for the Customer Service Centre of £2.25m which was due to increases in the cost of the contract with Serco as well as the volume of calls being received. The contract had been renegotiated to better reflect the actual cost of delivery being incurred by Serco. He also highlighted the need to align the budget with the Corporate Plan, and that OSMB supported the in-depth reviews of a number of service areas, as well as the creation of the development fund as a new earmarked reserve. The Executive Director – Commercial advised that the Customer Service Centre was also in the process of a channel shift, and the new website would assist with more transactional activity. This would provide a different way for residents and businesses to contact the Council. This was a developing picture and was part of the transformation plan.

The Executive Director – Resources provided an update in relation to fair funding, and advised that the technical working group which had been set up to examine the best way to deliver the review was in the process of being reconstituted. The next stage of the consultation was expected in the spring of 2020. It was also noted that

there had been some consideration of whether the paper from government in relation to adult social care funding arrangements should be a white paper rather than green paper and there were indications that the government was considering long term funding arrangements.

RESOLVED

That the Executive:

1. Considers the effect of the updated funding available and revenue expenditure as noted in paragraphs 1.4 and 1.5, Appendix A and Appendix B of the report;
2. Considers the Equality Impact Analysis at Appendix C and the consultation comments as shown in Appendix I of the report and presented at the meeting.
3. Subject to recommendation 4 below approves for recommendation to full council:
 - a) The revenue budget for 2020/21 shown in Appendix d of the report;
 - b) The capital programme for 2020/21 shown in table E and Appendix E of the report;
 - c) The levels of council tax proposed in table B of the report including the increase of council tax in 2020/21 by 3.50%;
 - d) The prudential indicators for 2020/21 shown in Appendix G of the report;
 - e) The Flexible Use of Capital Receipts Strategy for 2020/21 attached as Appendix H to the report; and
 - f) The Medium Term Financial Strategy attached at Appendix J to the report.
4. Requests the Leader to review and amend the Executive's budget recommendations to the County Council, as appropriate, in light of the National Living wage cost pressure outlined in paragraphs 1.14 and 1.15 of the report, and the final Local Government Finance Settlement and the council tax, and business rates information from the Lincolnshire District Councils if received between the Executive meeting and the County Council on 21 February 2020.
5. Requests the Leader to review and amend the figures within the Medium Term Financial Strategy to be recommended to the County Council as appropriate, to ensure consistency with final budget recommendations made to the County Council meeting on 21 February 2020.

62 HOME BASED REABLEMENT SERVICE PROCUREMENT

Consideration was given to a report by the Executive Director Adult Care and Community Wellbeing which sought approval from the Executive to procure a new contract for home based reablement.

The Commercial and Procurement Manager – People Services introduced the report and advised that the Home Based Reablement service (HBRS) was designed to help people learn or relearn the skills necessary for daily living, which had been lost through illness, deterioration of health and/or increased support needs. The HBRS offered outcome-focused, person-centred care and support in the service user's own home, designed to optimise their independence, for a period of up to six weeks per user episode. Current performance was based on an average of around three weeks. In addition to reablement support, the service required the provider to offer a 'provider of last resort' (POLR) service to support people with long term needs in their own homes; and was intended to provide a contingency at times of market failure in the home care market and was designed to be on a short term basis.

The Executive was advised that following a procurement process in 2015, a contract for a countywide home based reablement service was awarded to Allied Healthcare, commencing in November 2015 for a maximum duration of five years. Allied Healthcare went into administration in December 2018, resulting in the novation of the contract on an interim basis to Alderson Libertas to secure continuity for this vital service. Since November 2015, performance of the service had improved significantly, in particular since the current provider took over the service. The current contract would expire on 30 June 2020 and therefore it was necessary to make decisions regarding the future scope and procurement of the service. It was proposed that the new contract would commence on 1 July 2020 for three years with the option to extend for a further two years.

Reference was also made to the intention to include within the contract, a pilot scheme relating to the broadening of eligibility criteria to enable a period of reablement to all individuals who had been assessed as requiring a level of County Council funded community care. This would effectively encompass all individuals referred into homecare with the exception of those on an end of life pathway or with advance dementia.

In response to a question, the Executive was advised that success of the pilot scheme would be measured by the proportion of people that received reablement and then did not require any further funded care. Under the Council's Business Plan measure for reablement, currently over 88% of people who received the service did not require any long term care as a result. It was confirmed that a control group would be established as part of the pilot. Officers would also be looking at the costs of care for newly eligible people compared with if they had not received reablement.

The Executive was informed that there was a substantial amount of evidence nationally around intermediate care and reablement, and it had been found that six weeks was the optimum period of time for this type of service to be provided. However, in some cases people only required the service for two weeks. It was a tailored package delivered within a six-week time scale. It would be possible to capture through the contract how long the service was required. There were very few cases that had gone beyond the six weeks, the average time for people to require this service was 28 days.

RESOLVED

That the Executive:

1. Approves a procurement be undertaken to deliver a contract to be awarded to a single provider of a county-wide home based reablement service for a period of three years with a possibility of a further two-year extension.
2. Delegates to the Executive Director of Adult Care and Community Wellbeing, in consultation with the Leader of the Council and the Executive Councillor for Adult Care, Health & Children's Services, the authority:
 - i. To approve the entering into a pilot with the contractor to assess the effects of broadening eligibility for the services; and
 - ii. To determine the final form of the contract and to approve the award the contract(s) and the entering into of contract(s) and other legal documentation necessary to give effect to the above decision.

63 RE-PROCUREMENT OF COMMUNITY SUPPORTED LIVING SERVICES

Consideration was given to a report by the Executive Director Adult Care and Community Wellbeing which sought approval for the re-procurement of the Community Supported Living – Open Select List.

The Commercial and Procurement Manager – People Services introduced the report and advised that the Community Supported Living – open Select List was a framework agreement of approved providers would could meet care and support, and if appropriate, accommodation needs for vulnerable adults across Lincolnshire. The current framework had 38 providers approved to deliver services; there were 21 active at this time. It was reported that the current contractual arrangement would end on 31 May 2020. The service had been reviewed and recommendations made to ensure future demand could be met across Lincolnshire, and in particular, for those who had needs of a highly complex nature.

The Executive was advised that this was a service which was delivered in people's own homes, and also in the community. It avoided the need for residential and nursing care. There were around 900 people within the County that were supported by Community Supported Living. Of these, 570 people were accommodated in supported accommodation. It was noted that the accommodation was separate to the care package.

The Service would support people to look for housing, but the accommodation was funded by the local housing authority.

RESOLVED

That the Executive:

1. Approves the procurement of a framework of Care Quality Commission registered Community Supported Living providers who can meet care and support needs across Lincolnshire.
2. Delegates to the Executive Director of Adult Care and Community wellbeing, in consultation with the Executive Councillor for Adult Care, health and Children's Services, the authority to determine the final form of the contract and to approve the award of contract(s) and the entering into of contract(s) and other legal documentation necessary to give effect to the decision.

64 HEMECARE

Consideration was given to a report by the Executive Director Adult Care and Community Wellbeing which presented the case for re-commissioning the existing homecare contracts on a broadly similar model however with a small number of significant changes to how the service functioned.

The Senior Strategic Commercial and Procurement Manager – People Services introduced the report and advised that the Council currently commissioned 12, zone based, contracts to deliver homecare across the county. These arrangements were due to come to an end on 30 September 2020. The Council had a statutory duty to provide homecare in the community and as such must ensure that there were satisfactory arrangements in place with the market to discharge this duty. The contracts were the Council's only method of directly commissioned domiciliary care with the only other main alternative available being direct payments.

The Executive was advised that some of the changes to the contract included the following:

- Minimum of 30 minute call duration for personal care calls
- Introduction of a provider led floating response team for each zone
- Introduction of an enhanced "extra rural rate" where there was a low volume of calls in very rural areas.

The Executive was advised that the report concluded almost a year of work. Homecare was one of the highest volume services of the Council with over 2300 people receiving care. The review had confirmed that the commercial model did work and was fit for purpose. It was also highlighted that one of the planned changes was to the contract duration. It was currently a three-year contract with two one-year extensions, and it was proposed to increase to a five-year contract with the opportunity for up to three one-year extensions.

The Assistant Director – Adult Frailty and Long Term Conditions clarified that any visits made by carers which were not personal care did not have to be 30 minutes. The minimum call duration of 30 minutes only applied to visits which included personal care. It was also noted that the number of calls a person would receive was

based on their assessed need. The biggest package the authority provided involved three to four visits per day.

It was highlighted that the inclusion of an extra rural rate had been proposed as the visits to the more isolated places, such as small hamlets, put undue pressure on the market. A detailed analysis of call volumes had taken place and those areas and post codes which qualified as extra rural had been identified. It was expected that the actual cost impact of this would be low, but would be a solution to some of those areas that were difficult to manage.

In response to a query, it was reported that the turnover of care workers was a concern and could be higher than 30%, which was in line with most other areas in the country. The challenge for health and social care support staff was how to retain those staff and attract them to Lincolnshire. The County Council had a very good working relationship with the providers, and the retention and turnover of staff was something that was monitored closely. However, the Executive was advised that the authority was in a better position than previously as there was exclusivity for providers within the zones so they were better able to secure the capacity. It was also noted that it was a lot harder to provide these services in a county like Lincolnshire, particularly with the coastal areas. It was commented that it would be nice to recognise the importance of the work that care workers did.

The scrutiny comments regarding this report which were outlined on page 335 of the agenda pack had been positive, particularly in relation to the introduction of the extra rural rate and the 30 minute minimum calls.

RESOLVED

That the Executive:

1. Approves the re-procurement of 12 zone-based Homecare contracts to establish a county-wide service effective from 1 July 2020 with services fully commencing on 1 October 2020
2. Subject to approval by full Council of additional funding sufficient to cover the additional cost identified in paragraph 2.21 of the report, approves the inclusion within each of the said homecare contracts of:
 - i. A 30 minute minimum call duration for all personal care;
 - ii. A new 'extra rural rate' in extremely remote area with low volumes of call activity; and
 - iii. The establishment of a Floating Support Team.
3. Delegates to the Executive Director – Adult Care and Community Wellbeing in consultation with the Executive Councillor for Adult Care, Health and Children's Services, the authority to determine the final form of the service, the procurement and the contract, to approve the award of the contract and entering into the contract, and any other legal documentation necessary to give effect to the above decisions.

65 PROPOSAL TO EXPAND CAPACITY AT THE LINCOLN ST CHRISTOPHER'S SCHOOL FROM 200 TO 333 (FINAL DECISION)

Consideration was given to a report by the Interim Director – Education which sought to advise the Executive on the making of the final decision regarding the proposed expansion of The Lincoln St Christopher's School.

The Admissions and Education Provision Manager introduced the report and advised that the County Council had a statutory duty to ensure that there were sufficient school places to accommodate all pupils of statutory school age who lived in Lincolnshire, including provision for children with special educational needs and disabilities (SEND). The Local Authority (LA) believed that this proposal was the best available option to fulfil this duty.

The proposal under consideration was to permanently expand the capacity at the Lincoln St Christopher's School from 200 to 333 across two sites to ensure there was sufficient SEND provision for primary and secondary age children. This would supersede the original proposal as part of the Building Communities of Specialist Provision strategy which was to reduce the capacity of St Christopher's from 200 to 155, expand St Francis from 128 to 173 and to build a new free school for 155 pupils on the former Usher site subject to a successful capital bid. However, the Free School bid was unsuccessful and so had been necessary to reconsider the available options. The proposal was to expand St Christopher's over two sites being taken forward, with a modification to the expansion at St Francis from 128 to 155 instead of 173.

The Executive was advised that a period of consultation commenced on 5 September 2019, and closed on 3 October 2019, a summary of written responses was attached as Appendix A to the report.

Following the consultation the decision was taken on 22 October 2019 to publish a Statutory Notice on 7 November 2019. This initiated a four week representation period up to 5 December 2019 when further written objections and comments could be submitted. The process was now entering the final stage when the Local Authority, as decision maker, must take the final decision regarding the proposal within two months of the Representation Period (by 5 February 2020).

The Executive was advised that if this proposal was agreed, the accommodation would be built ready for September 2022. It was also reported that no objections to the proposals had been received. The report had also been considered by the Children and Young People Scrutiny Committee on 17 January 2020 where substantial debate had taken place, and the Committee had unanimously supported the recommendations. During debate questions had been raised regarding the carbon impact of the proposal, and members had been assured that this would be taken into consideration.

It was confirmed that the Executive Headteacher would be the Head Teacher at St Francis, and would oversee both sites, and there would also be a Head Teacher for St Christopher's.

RESOLVED

- (1) That the Executive approves the expansion of The Lincoln St Christopher's School from 200 to 333 places with full effect from September 2024. Such approval is conditional on any necessary planning permission being granted by 31 December 2020 in respect of proposed development works at both St Christopher's school site and the former Usher Junior site.
- (2) That the Executive approves the modification of the determination for the expansion of St Francis special school from 128 to 155 instead of to 173.

The meeting closed at 12.32 pm.

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Open Report on behalf of James Drury, Executive Director - Commercial

Report to:	Executive
Date:	03 March 2020
Subject:	Performance Reporting against the Council Business Plan 2019/2020 - Quarter 3
Decision Reference:	I018624
Key decision?	No

Summary:

This report presents an overview of performance for Quarter 3 (Q3) against the Council Business Plan 2019/2020. The Executive can view performance on the web using this [link](#).

Recommendation(s):

That the Executive:-

1. Notes and considers the 2019/2020 Quarter 3 performance.

Alternatives Considered:

1. No alternatives have been considered to recommendation 1 as it reflects factual information presented for noting and consideration.

Reasons for Recommendation:

To provide the Executive with information about Quarter 3 performance against the Council Business Plan 2019/2020.

1. Background

The Council Business Plan 2019/2020 was approved by Council on 22 February 2019. This report provides the Executive with highlights of Q3 performance. The full range of performance is hosted on the Lincolnshire Research Observatory (LRO) available to view on this [link](#).

2. Headlines of Quarter 3 performance

Of the 15 commissioning strategies reported in Q3:-

- 6 performed really well (all measures reported this quarter achieved the target);
- 8 performed well (all but 1 measure reported this quarter achieved the target); and
- 1 had mixed performance (some measures achieved and some measures did not achieve the target this quarter).

These 15 commissioning strategies include 53 measures that can be compared with a target this quarter. 79% (42) achieved the target with 11 measures not meeting the target. Of these 11, [People successfully supported to quit smoking](#) (M111) improved compared with previous performance; [High risk premises inspected by trading standards](#) (M3) is expected to achieve the end of year target; [Children who are subject to a child protection plan](#) (M24) an independent audit has been completed and the findings will be reported to the Children and Young People Scrutiny Committee on 6 March 2020 and [Percentage of alcohol users that left specialist treatment successfully](#) (M31) successful discharges increased despite overall numbers of people accessing treatment increasing.

It is worth noting that the quarterly economic survey (produced in partnership with the Greater Lincolnshire Local Enterprise Partnership, Chamber of Commerce, and University of Lincoln) shows that business confidence is currently fluctuating and on that basis the overall year-end target for [Jobs created](#) as a result of the Council's support (M68) may not be achieved. This is particularly evident for inward investment jobs where several large scale investments originally expected in 2019/2020 may transpire differently to what was originally planned.

The following 2 commissioning strategies are reported annually in Q4:-

- [Learn and achieve](#)
- [Readiness for school](#)

The good news

The following 6 commissioning strategies have performed really well (all measures reported this quarter achieved the target):-

- [Adult Frailty, long term conditions and physical disability](#)
- [Carers](#)
- [Readiness for Adult Life](#)
- [How we effectively target our resources](#) (Combination of 3 commissioning strategies)

There are several areas where services have highlighted success and these are detailed in Appendix A and summarised below:-

- [Reduction in fires and their consequences](#) (M19, M21, M22)

- Increase in [16-17 year old Looked After Children participating in learning](#) (M45)
- Outperforming the regional and national average for [People aged 40 to 74 offered and received an NHS health check](#) (M33)
- 97% of [People supported to improve their outcomes](#) through up to 12 weeks of direct support, advice and signposting to local community resources. (M110)
- 100% of [Emergency and urgent deliveries and collections completed on time](#) (M113)
- This quarter 294 [businesses supported](#) (M69), 184 [adults achieved qualifications](#) (M70) and we attracted over £6.3m [external funding](#) (M71);

In addition [Carers who received a review of their needs](#) (M121) was the only measure in the Carers commissioning strategy that did not achieve the target in Q2 and as expected, performance has improved to achieve the Q3 target.

[Making Every Contact Count](#) (M109) has been through a period of low activity during Q1 and Q2 due to implementing changes to its future method of delivery to ensure its sustainability beyond 2019/2020. The performance is now on target.

The following 8 commissioning strategies performed well (all but 1 measure reported in Q3 achieved the target):-

- [Children are safe and healthy](#)
- [Community resilience and assets](#)
- [Safeguarding Adults](#)
- [Specialist Adult Services](#)
- [Sustaining and growing business and the economy](#)
- [Sustaining and developing prosperity through infrastructure](#)
- [Protecting the public](#)
- [Protecting and sustaining the environment](#)

The [Wellbeing](#) commissioning strategy continues to have mixed performance (some measures achieved the target and some measures did not).

Measures which achieved the target although performance declined

It is worth noting that within the [Safeguarding Adults commissioning strategy, Concluded enquiries where the desired outcomes were achieved](#) (M116) met the target, but performance decreased and the service will undertake an audit to understand the reasons for the decline.

[Achievement of KPIs - VINCI Facilities Partnership Limited contract](#) (M101) exceeded the target but the overall performance dropped from 93.7% in Q2 to 87.9%. The reason for this is that there were a handful of failures in undertaking planned preventative maintenance timescales as required under the contract, which has lowered the performance for the quarter. Furthermore, the unplanned and reactive work key performance indicator has remained static but there is scope to improve the performance. Customer feedback received by the service centre

dropped by one percentage point in Q3 compared with Q2 which has also affected the overall percentage score. Conversely key stakeholder feedback has improved by four percentage points in Q3 compared with Q2.

Appendix B provides a summary of the measures that did not achieve the target in Q3.

Direction of travel for measures where it is not appropriate to set a target

There are a number of measures where it is not appropriate to set a target, either because of the subject matter or because the measure is provided for context. These measures are monitored for direction of travel and highlights are summarised below:-

[Repeat referrals of Domestic Abuse to MARAC](#) (M9) Although higher than the repeat rate reported in Q2 (18.7%), the rate of repeat referrals to MARAC for Q3 (20.3%) remains within expected range of previously reported figures. The rate of referrals to MARAC however does appear to be on an upward trend. This will be monitored.

[People killed or seriously injured in road traffic collisions](#) (M11) and [Children killed or seriously injured in road traffic collisions](#) (M12) Data is reported with a one quarter lag therefore the latest data is for Q2. Figures are higher for July – September than April - June. However, analysis of collision and casualty data does not indicate any clear commonality or patterns. The overall KSI's are mirrored across all user groups such as car drivers, motorcyclists, pedestrians etc.

[Flooding incidents within a property](#) (M72) 83 flood investigations were started in Q3, mainly residential property but also as a result of flooding to two commercial premises and four closures of strategic roads. There were various sources of flooding, including surface run-off, rivers/minor watercourses and groundwater. This compares with 19 flood investigations in Q2, and none in Q3 last year.

Data usually reported in Q3 but not currently available

It is not possible to report Q3 data for [First Time Offenders](#) (M15) and [Juvenile reoffending](#) (M125) as this data is not available due to upgrades being carried out to the Police National Computer (PNC) from which the Ministry of Justice obtains its information for analysis. It is anticipated that the data will be available for Q4. Both measures achieved the target in the previous two quarters.

The Executive Director - Resources, the Executive Councillor for Community Safety and People Management and the Chairman of OSMB have agreed that the HR Service will not produce a Q2 HR Management Information report on this occasion ([Employee Turnover](#) (M91) and [Sickness Absence](#) (M92)).

The reason is that considerable work is taking place on the rebuild of the HR structure within the Business World system using a new method aligning to financial codes and the amendments to reporting that will be required as a result.

When the Q3 report is produced it will cover all of the data for the preceding quarters, with the exception of sickness days lost per FTE figure and the annual employee turnover figure. These two complex sets of information both take data from the previous 12 months and cannot be reported until Q4 because of the need for specialist support to develop the reports.

The new reporting design is based on the new financial code method of defining the HR structure in Business World. It therefore requires a full year of data defined in the same way, before it can accurately report on the sickness days lost per FTE and turnover. This will be possible at the end of Q4 and will therefore be included in the Q4 HRMI report.

In the meantime officers will be monitoring trends through the remaining measures and will report during this period any areas of concern to the Executive Councillor for Community Safety and People Management and in turn to the Chairman of OSMB.

3. Legal Issues:

Equality Act 2010

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

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

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

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

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

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

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having

due regard, in particular, to the need to tackle prejudice, and promote understanding.

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

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

The Report presents performance against the outcomes 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 and Wellbeing Strategy (JHWS) in coming to a decision

The Report presents performance against the outcomes and measures that are the Council Business Plan many of which relate directly to achievement of health and wellbeing objectives.

Crime and Disorder

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

The Report presents performance against the outcomes and measures that are the Council Business Plan some of which relate to crime and disorder issues.

4. Conclusion

This report presents an overview of performance for Quarter 3 against the Council Business Plan 2019/2020. The Executive is invited to consider performance.

5. Legal Comments:

The Executive is responsible for ensuring that the Executive functions are discharged in accordance with the Budget and Policy Framework of which the Business Plan is a part. This report will assist the Executive in discharging this function.

The recommendation is lawful and within the remit of the Executive.

6. Resource Comments:

Acceptance of the recommendation in this report has no direct financial consequences for the Council.

7. Consultation

a) Has Local Member Been Consulted?

Not applicable.

b) Has Executive Councillor Been Consulted?

Not applicable.

c) Scrutiny Comments

This report is due to be considered by the Overview and Scrutiny Management Board at its meeting on 27 February 2020. Any comments of the Board will be presented to the Executive.

d) Have Risks and Impact Analysis been carried out?

No

e) Risks and Impact Analysis

Any changes to services, policies and projects are subject to an Equality Impact Analysis. The considerations of the contents and subsequent decisions are all taken with regard to existing policies.

8. Appendices

These are listed below and attached at the back of the report

Appendix A	Summary of those measures where services have highlighted success
Appendix B	Summary of the measures that did not achieve the target in Q3

9. Background Papers

No Background Papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report.

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

Summary of those measures where services have highlighted success

Communities are safe and protected

The [Protecting the public commissioning strategy](#) comes within the remit of the Public Protection and Communities Scrutiny Committee. This commissioning strategy performed well in Q3 (all but 1 measure reported in Q3 achieved the target).

Increase public confidence in how we tackle domestic abuse

- [Reported incidents of domestic abuse](#) (M7) there is a difference of 63 reported incidents of domestic abuse between Q2 (2,794) and Q3 (2,731). There have been 260 more incidents reported in Q3 compared to the same quarter last year (Q3 2018-19). As with all crime, random variance within anticipated range is to be expected however incidents of domestic abuse that are being reported to the Police show an upward trend.

Reduce fires and their consequences

- The number of [primary fires](#) (M19) This measure continues to perform better than target and when we compare to Q3 last year, we have also seen a 6% reduction in the number of primary fires (down from 838 to 785). This reduction is due to farm related fires, which saw an increase during the summer months of 2018/2019 (compared to 2017/2018) due to the long period of hot and dry weather. These types of fires have now returned to levels similar to those seen in previous years (72 at Q3 2017/2018 up to 135 at Q3 2018/2019, down to 84 at Q3 this year). Dwelling and vehicle fires continue to account for the largest proportions of the primary fires, accounting for 34% (268 of the 785 incidents) and 27% (213 of the 785 incidents) respectively. The top three causes are cooking appliances, arson and electrical items/appliances and these remain a high priority, with our SHERMAN Strategy (which focuses on: Smokers; Hoarders; Elderly or lives alone; Reduced mobility, hearing or visual impairments; Mental health issues; Alcohol misuse, drugs/medication dependence and Needs care or support) and the Arson Task Force programme that is well embedded. In support of the community safety plan 2,687 Home Safety Checks have been conducted so far in 2019/2020.
- The number of [deliberate primary fires](#) (M21) This measure continues to perform better than target and compared to Q3 2018/19, there has also been a 13% reduction in the number of deliberate primary fires (down from 164 to 143). Deliberate fires involving vehicles and dwellings continue to account for the largest proportion of these incidents so it is pleasing to have, once again, seen a reduction in both of these – deliberate vehicle fires down from 78 at Quarter 3 2018/19 to 64 this year (18% reduction), deliberate dwelling fires down from 25 to 15 (40% reduction).
- The number of [deliberate secondary fires](#) (M22) This measure continues to perform better than target and compared to the same period last year, there has also been a 12% reduction in the number of deliberate secondary fires (down from 203 to 179). There have been small fluctuations across most of the secondary fire property types but the biggest reduction has been in those

involving grassland (down from 54 at Quarter 3 last year to 39 this year). Refuse/refuse containers continue to account for the majority of deliberate secondary fires – 107 of the 179 (60%), so it is pleasing to see another reduction in these incidents, albeit smaller than previous years' reductions (down from 153 at Q3 2017/2018 to 114 at Q3 2018/19, to 107 this year).

Health and wellbeing is improved

The [Carers commissioning strategy](#) comes within the remit of the Adults and Community Wellbeing Scrutiny Committee. This commissioning strategy performed really well in Q3 (all measures reported this quarter achieved the target).

Carers feel valued and respected and able to maintain their caring roles

- Performance for [Carers supported in the last 12 months](#) (M59) (1,944) has exceeded the aspirational target (1,730) set at the beginning of the financial year. Performance is calculated per 100,000 population.

The [Readiness for adult life commissioning strategy](#) comes within the remit of the Children and Young People Scrutiny Committee. This commissioning strategy performed really well in Q3 (all measures reported in Q3 achieved the target).

Young people are supported to reach their potential

- [16-17 year old Looked After Children participating in learning](#) (M45)
The performance for this quarter is 89% which is significantly higher than the target of 82%. The Virtual School team works effectively with social workers, carers, students and education providers to ensure that transitions from Year 11 into Year 12 are successful and that all students have an appropriate educational placement that meets their needs. Once they have accessed a place in Sixth Form or College the service regularly monitor and review their progress to ensure they are appropriately supported to become confident learners.

The [Wellbeing commissioning strategy](#) comes within the remit of the Adults and Community Wellbeing Scrutiny Committee. This commissioning strategy had mixed performance in Q3 (some measures achieved and some measures did not achieve the target).

People's health and wellbeing is improved

- [People aged 40 to 74 offered and received an NHS health check](#) (M33) This measure is reported with a one quarter lag and so the latest data available is for Q2. The NHS Health Check data for Q2 (63.6% outturn) shows that we continue to exceed our target (55%) and outperform regional and national average performance (Lincolnshire is ranked 16th out of 152 counties in England. The percentage for England is 47.1%).

Work with others to promote community wellbeing

- [Number of staff and volunteers trained in Making Every Contact Count \(MECC\)](#) (M109) MECC has been through a period of low activity during Q1 and Q2 due to implementing changes to its future method of delivery to ensure its

sustainability beyond 2019/2020. The performance is now on target, with 211 staff and volunteers trained against a target of 200.

People are able to live life to the full and support their independence

- [People supported to improve their outcomes](#) (M110) consistent strong performance has been maintained in this measure of overall improvement in customer outcomes. Individuals across Lincolnshire have been supported to achieve their self-determined outcomes through up to 12 weeks of direct support, advice and signposting to local community resources.
- [People supported to maintain their accommodation](#) (M112) 98% of service users that identified access to settled accommodation as a barrier to them living independently have been successfully supported to reduce this during this period. Q2 performance was also 98%.
- [Emergency and urgent deliveries and collections completed on time](#) (M113) The third quarter of the financial year saw an increase in demand by approximately 5%. The service was able to manage this increase (100% outturn) and exceed target (98%). The indicator in relation to emergency deliveries and collection is particularly relevant to assist with preventing admissions in hospitals; facilitate discharges from hospital as well as supporting people to live independently in their own homes.

Businesses are supported to grow

The [Sustaining and growing business and the economy](#) commissioning strategy comes within the remit of the Environment and Economy Scrutiny Committee. This commissioning strategy performed well in Q3 (all except one measure reported this quarter achieved the target).

Jobs created as a result of the Council's support

- The number of [businesses directly supported](#) (M69) has increased to 828 which includes 294 which were added during this quarter. Of these, 268 were supported by the Growth Hub through a range of different services including the provision of advisory support, enabling grants and attendance at various workshops and events. A total of £146,428 of grant funding was delivered in Q3 to 24 businesses within Greater Lincolnshire. Particular events to highlight this quarter include a Digital Conference which provided 69 businesses with information about digital ways of working, and 2 funding fairs at Boston and Stamford where 35 businesses were provided with support in accessing investment funding. There were 6 new companies who received support through the Team Lincolnshire Ambassador Programme (which now brings the membership to 111), 9 businesses were supported through the Foreign Account Management Programme and a further 2 businesses were supported in their aspirations to relocate to Lincolnshire. There is continued work to support 3 companies who are all potential hotel developers and new work has begun in supporting 2 companies linked to the defence sector. A successful bid for funding from the Midlands Engine Challenge Fund towards the FDI Key Account Management Programme which will take effect in Q3 will further increase the numbers of interactions with businesses.
- The number of [qualifications achieved by adults](#) (M70) has now increased to 778 which includes 184 added during this quarter. The variety and range of

qualifications delivered are all aimed at helping learners to progress either into work or within work.

- [Amount of external funding attracted to Lincolnshire](#) (M71) The value of external funding attracted has now increased to £11.6m. The increase of £6.3m added during this quarter has been achieved through 3 European Regional Development Fund (ERDF) projects which were approved for grants as follows:-
 - £3.7m for the Advanced Engineering Research and Development Centre ('The Bridge') to be delivered by the University of Lincoln which is due to also be part funded by the Greater Lincolnshire Local Enterprise Partnership (LEP) Single Local Growth Fund;
 - £1.5m for the Lincoln Grow on Space project to be delivered by Lincoln Science and Innovation Park Ltd; and
 - £773.9k for the cross-LEP Aerospace UP project to be delivered by Nottingham University.

The last local call for ERDF closed on 28 September 2019 to commit remaining funds. Sixteen outline applications were successful in this call and will be assessed next quarter after submitting full applications. Two further contracts have been issued under the European Agricultural Fund for Rural Development (EAFRD) to self-catering holiday cottages and a farm shop and cafe where the two businesses were awarded £163.3k and £163.2k respectively. A national call for EAFRD is currently open until 16 February 2020, where Greater Lincolnshire applicants can still apply. Three successful Expression of Interests have already been submitted.

The [Protecting and sustaining the environment commissioning strategy](#) comes within the remit of the Environment and Economy Scrutiny Committee. This commissioning strategy performed well Q3 (all but 1 measure reported achieved the target).

Increase recycling

- [Recycling at County Council owned Household Waste Recycling Centres](#) (M76) The Household Waste Recycling Centre (HWRC) recycling rate for Q3 (75%) reflects the increase in compostable green waste due to the growing conditions so far this year. Our forecast for the year is comparable with last year's actual rate. The security of outlets for the materials that are recyclable has also supported this.

Summary of those measures that did not achieve the target this quarter

Communities are safe and protected

The [Protecting the public commissioning strategy](#) comes within the remit of the Public Protection and Communities Scrutiny Committee. This commissioning strategy performed well in Q3 with only one measure [High risk premises inspected by Trading Standards](#) (M3) not achieving the target this quarter. The service has completed 117 of the planned high risk inspections as follows:- 19 animal health inspections; 20 food inspections and 78 animal feed inspections. Performance is slightly behind plan but the service remains confident of completing all planned inspections for the year-end target.

The [Children are safe and healthy commissioning strategy](#) comes within the remit of the Children and Young People Scrutiny Committee. This commissioning strategy performed well, with only one measure [Children who are subject to a child protection plan](#) (M24) not achieving the target this quarter. The number of children subject to a Child Protection Plan is 388 (26.6 per 10,000 children) at the end of December 2019 and the target is 330 (22.8 rate per 10,000). The number of children subject to a Child Protection Plan will fluctuate as the decision for a child to be subject to a plan is based on the individual risk to the child. An analysis has taken place to understand the current numbers, and since this was done there has been a decrease in the number of open plans. An independent audit has been completed and the findings will be reported to the Children and Young People Scrutiny Committee on 6 March 2020. Benchmarking continues to show performance is better than all England and our statutory neighbours.

Health and wellbeing is improved

The [Community resilience and assets commissioning strategy](#) comes within the remit of the Public Protection and Communities Scrutiny Committee. This commissioning strategy performed well, with only one measure [Visits to Core Libraries and Mobile Library services](#) (M36) not achieving the target this quarter.

This quarter there are 104,096 visits below the target (Oct -41,948; Nov -29,649 and Dec -32,500). As previously reported the low number of visits is attributed to not being able to keep a pace with the changing IT requirements and therefore the expectations of our customers. It also needs to be recognised that this is against a national picture of declining library visits as well as there being more options for our customers within their local communities from the independent Community Hub provision. The Library Service is embarking on an IT refresh programme across all library sites; the investment in IT is expected to impact against visitor figures and attract more customers back to sites. Greenwich Leisure Limited, a non-profit organisation which runs the libraries on the Council's behalf, has a marketing plan to entice customers back to site once the IT transition has been completed. GLL has installed new Public Network computers at all core sites including new print facilities,

with the exception of Bourne. These have received great feedback from customers, with new options for printing for customers being very popular. Community Hubs will be implemented over the coming months. It is the intention that the whole project will be completed by Spring 2020.

The [Wellbeing commissioning strategy](#) comes within the remit of the Adults and Community Wellbeing Scrutiny Committee. This commissioning strategy had mixed performance last quarter and this quarter. The following three measures did not achieving the target this quarter:-

People are supported to live healthier life styles

- Performance for the [Percentage of alcohol users that left specialist treatment successfully](#) (M31) this period has declined slightly, to 34.1% from 34.9% last quarter. Data has a three month time lag and reflects performance at the end of September 2019. During the period, the number of successful discharges increased, despite the percentage decreasing slightly, due to the total numbers accessing treatment increasing at a greater rate. During this period, only 2.7% of those leaving treatment re-presented within 6 months of discharge, indicating that the treatment received is good quality and achieving long term sustainable outcomes for those accessing the service.
- [People are supported to successfully quit smoking](#) (M111) Data for the number of people successfully supported to stop smoking has a three month time lag and so represents performance at the end of September 2019. The new service provider was mobilised on the 1 July 2019 and the target will shortly be changed to reflect contractual requirements. One You Lincolnshire has a cumulative target of 1,980 quits over the three quarters from July 2019 to March 2020, weighted more heavily to the later quarters. Current performance is good, and well on the way to achieving this.

People's health and wellbeing is improved

- [Chlamydia diagnosis](#) (M34) Performance is reported with a two quarter lag. Q1 is the latest data available. The target has been missed this quarter, however Lincolnshire performance is only slightly below that of our comparator local authority areas. The service continues to seek improved performance through partnership work, particularly with GP surgeries and in the way the service is delivered. Online testing continues to be popular and achieves a high level of successful diagnoses. Relationships are also being developed through Maternity and Gynaecological services to collaborate on improving targeted testing and treatment.

The [Specialist Adult Services commissioning strategy](#) comes within the remit of the Adults and Community Wellbeing Scrutiny Committee. This commissioning strategy performed well with only one measure [Adults aged 18-64 with a mental health problem living independently](#) (M117) not achieving the target this quarter. The low performance of 64.7% against the target of 75%, is a reflection of the change in working practices within community mental health teams. LPFT is reducing the number of people managed on Care Programme Approach (CPA) and instead is providing intensive support via their community based care management team.

The [Safeguarding Adults commissioning strategy](#) comes within the remit of the Adults and Community Wellbeing Scrutiny Committee. This commissioning strategy performed well with only one measure [Adult Safeguarding concerns that lead to a Safeguarding enquiry](#) (M130) not achieving the target (48.25%) this quarter. The outturn was 42.6%. The highest number of concerns which do not progress to enquiry relate to provider services. To address this, the service has worked with the Commercial Team, Lincolnshire Safeguarding Adults Board (LSAB) and Lincolnshire Care Association (LINCA), to develop a provider generated concern form for residential homes which will be launched shortly. It is hoped that this will reduce the number of poor practice concerns referred to safeguarding. This form allows residential home providers to evidence that they have identified and responded appropriately to practice issues/themes. The completed forms are reviewed by the contracts team as part of their on-going monitoring.

Businesses are supported to grow

The [Protecting and sustaining the environment commissioning strategy](#) comes within the remit of the Public Protection and Communities Scrutiny Committee. This commissioning strategy performed well, with only one measure [Household waste recycled](#) (M78) not achieving the target this quarter. There has been an increase in the tonnage sent to the Mixed Dry Recycling (MDR) processor compared to Q3 last year but the contamination level remains around 30% which is comparable to last year. The contamination level is being addressed with the District Councils as part of the Joint Municipal Waste Management Strategy and the next MDR contract. The National Resource and Waste Strategy includes a commitment to review the current measurement metrics used to report recycling performance. We are currently reviewing our measures to be more in line with how the national rate is calculated.

[Sustaining and growing business and the economy commissioning strategy](#) comes within the remit of the Environment and Economy Scrutiny Committee. This commissioning strategy performed well, with only one measure [Jobs created](#) (M68) not achieving the target this quarter.

The number of new jobs created as a result of the Council's support has increased to 192 which includes 48 for this quarter. As a result of inward investment 36 new jobs were created including:-

- 4 at Alpego at Frampton Fen, Boston, with the potential for further growth in the future;
- Annyalla Chicks have continued to invest and expand with new broiler and breeder farms throughout Lincolnshire creating a further 9 jobs;
- Dynex Semiconductors are expanding their Research and Development Engineering Team and have appointed 15 new highly skilled engineers to assist them with their auto sector work;
- A further 8 jobs were created at Minebea, Tillotts Pharma and Nordic Seafoods.

As a result of the LEADER programme a further 10 new jobs were created.

Finally at our portfolio of business sites, 2 new jobs were created at Oak House, by OCG Software LTD, who specialise in cloud-based systems for businesses to store their data online.

Although 192 jobs have now been created in 2019/2020, the target of 300 for Q3 has not been met. The Sustainable Business Growth Programme started its new phase of delivery on 1 July but because it takes time for jobs to be created due the Growth Hub's intervention, no new jobs have been attributed to this programme since that date. However, the take up of grants in Q3 was significantly high and Growth Hub advisers are currently visiting their clients to collect job outputs as a result of their support. The service is expecting to see an increase in jobs created through this route during Q4.

The quarterly economic survey (produced in partnership with the Greater Lincolnshire Local Enterprise Partnership, Chamber of Commerce, and University of Lincoln) shows that business confidence is currently fluctuating and on that basis the overall year-end target may not be achieved. This is particularly evident for inward investment jobs where several large scale investments originally expected in 2019/2020 may transpire differently to what was originally planned.

The [Sustaining and growing prosperity through infrastructure commissioning strategy](#) comes within the remit of the Environment and Economy Scrutiny Committee. This commissioning strategy performed well, with only one measure [Public Satisfaction with Highways and Transport Services](#) (M108) not achieving the target this quarter. The National Highways Transport network satisfaction survey results are published in October each year. This year has seen an increase in performance from 48% to 50%, however this does not reach the target of 52%, which was based on higher levels of satisfaction in previous years. The aim is still to meet and exceed the target. A large rise (5%) in satisfaction with highways maintenance in 1 year and increases in all other areas means we are still on track, however, the annual nature of the national survey means it will not be reported until Q3 2020/2021.

Open Report on behalf of James Drury, Executive Director - Commercial

Report to:	Executive
Date:	03 March 2020
Subject:	Council Performance Measures 2020/2021
Decision Reference:	I019284
Key decision?	No

Summary:

This report presents proposals for amendments to the reporting of the existing Council Performance Measures beyond March 2020. New performance measures will be developed through the next phase in organisational planning, linked to the ambitions in the Corporate Plan.

Recommendation(s):

That the Executive:-

1. approves in principle the changes to the measures used in reporting Council performance generally specified in Appendix A.

Alternatives Considered:

To amend the proposed changes to the Council Performance Measures.

Reasons for Recommendation:

To ensure that continued reporting on Council performance against existing "Business Plan" measures is fit for purpose.

1. Background

- 1.1 Lincolnshire County Council (LCC) has historically reported performance in the Council Business Plan aligned to the Commissioning Strategies on a

quarterly basis with the report going to the Overview and Scrutiny Management Board (OSMB) and Executive.

- 1.2 Historically, the review of performance measures normally starts in autumn for implementation in the following year. Directorates and Service areas are asked to review their performance measures and make any adjustments, in agreement with the Executive Councillor.
- 1.3 Collectively they have formed the basis for the Council Business Plan which is then presented to Scrutiny before being approved by the Executive and the County Council.
- 1.4 At the meeting of the County Council on 11 December 2019 the final version of a new 10 year Corporate Plan was agreed.
- 1.5 The Corporate Plan sets out the ambitions and vision but does not have associated performance measures; they will come with the Delivery Plan.
- 1.6 The legal status of the Corporate Plan is that it is part of the Council's Policy Framework in accordance with the Constitution, replacing the Council Business Plan.
- 1.7 Performance measures are being developed in line with the Corporate Plan and this work is unlikely to be completed before June 2020.
- 1.8 With this in mind and to ensure continuity of reporting of the Council's performance until such time as the "new" measures can be reported, the County Council on 11 December 2019 approved the continued reporting of the existing Business Plan measures during 2020/21.
- 1.9 The Council Business Plan measures are currently reported, digitally, on the Lincolnshire Research Observatory (LRO) platform; access to the platform is due to be discontinued in spring 2020. Work is currently underway developing reporting on the PowerBI platform. It is expected that a period of dual running will be required, which may require an extension to the LRO platform, to allow sufficient time for development and training.
- 1.10 Directorates and service areas have been asked to identify any changes to their existing performance measures and targets and agree any adjustments with the Executive Councillor. Given that the Council Business Plan has been replaced with the Corporate Plan, changes have been identified by a small number of service areas and are detailed in Appendix A and summarised below.

The Youth Offending Service (YOS) is proposing reporting Juvenile First Time Offenders as a rate per 100,000 instead of actual number of offenders and has provided a rationale and proposed target for 2020/2021. The YOS is also proposing setting a new target for Juvenile Reoffending which reflects the national average performance in 2019/2020 to date.

The Trading Standards service will confirm the target for high risk premises inspected by Trading Standards once negotiation with others in the region and funding by the Food Standards Agency has been agreed.

The Community Safety service is proposing removing the existing measures and replacing them with alternative, more appropriate measures.

Children's Services is proposing amending targets for a small number of measures, namely 'Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family'; 'Number of children who are subject to a Child Protection Plan'; '16-17 year old Looked After Children who are participating in learning'; and 'The percentage gap in achievement between Free School Meals (FSM) Eligible pupils in Lincolnshire and Non-FSM Eligible pupils nationally for Good Level of Development'.

Public Health is proposing to remove the following measures: Chlamydia diagnosis; and the number of frontline staff and volunteers trained in making every contact count. They are also proposing to make a change to the percentage of service users supported to achieve improvement across their outcomes following a period of housing related support.

2. Legal Issues:

Equality Act 2010

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

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

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

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

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

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

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

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

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

The Report presents performance against the outcomes 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 and Wellbeing Strategy (JHWS) in coming to a decision.

The Report presents performance against the outcomes and measures that are the Council Business Plan, many of which relate directly to achievement of health and wellbeing objectives.

Crime and Disorder

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

The Report presents performance against the outcomes and measures that are the Council Business Plan, some of which relate to crime and disorder issues.

3. Conclusion

The report presents proposals for amendments to the reporting of the existing Council Performance Measures beyond March 2020. The Executive is invited to consider and approve in principle the proposed changes to the Council's Performance Measures for 2020/21.

4. Legal Comments:

The Report proposes amendments to the measures used to measure and report the Council's performance which, in accordance with the decision of the County Council on 11 December 2019, are the measures previously forming the Council Business Plan.

The decision is within the remit of the Executive.

5. Resource Comments:

There are no resourcing implications.

6. Consultation

a) Has Local Member Been Consulted?

Not Applicable.

b) Has Executive Councillor Been Consulted?

Not Applicable.

c) Scrutiny Comments

This report is due to be considered by the Overview and Scrutiny Management Board at its meeting on 27 February 2020. Any comments of the Board will be presented to the Executive.

d) Have Risks and Impact Analysis been carried out?

No

e) Risks and Impact Analysis

Any changes to services, policies and projects are subject to an Equality Impact Analysis. The considerations of the contents and subsequent decisions are all taken with regard to existing policies.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Proposed changes to measures and targets for reporting the Council Business

8. Background Papers

Document title	Where the document can be viewed
Report to the County Council on 22/02/19 Council Business Plan 2019 - 2020	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=120&MId=5273&Ver=4
Report to the County Council on 11/12/19 Lincolnshire County Council Corporate Plan 2020/30	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=120&MId=5661&Ver=4

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

Details of proposed changes to reporting of the council business plan in 2020/2021

Proposed changes to performance measures					
Commissioning Strategy	Performance Measure changed from	Ref	Performance Measure changed to	Reason	Director/ Executive Portfolio Holder
Protecting the public	Juvenile First Time Offenders – Actual Numbers are currently reported	15	Juvenile First Time Offenders – Rate per 100,000	The 'rate' is a more comparable metric against regional and national performance. The Lincolnshire average rate in 19/20 (to date) has been 103, but our Youth Offending Service is entering a new period of stability that may begin to fluctuate following the dramatic drop over last 2-3 years. A target of 125 per 100,000 allows for this period of uncertainty while remaining well below the previous year's average as a goal for improvement.	Janice Spencer/ Cllr Bradwell (have approval from Cllr Bradwell)

Commissioning Strategy	Performance Measure changed from	Ref	Performance Measure changed to	Reason	Director/ Executive Portfolio Holder
Health and wellbeing	Percentage of service users supported to achieve an overall improvement across their outcomes following a period of housing related support	112	Percentage of service users supported to achieve an overall improvement across their outcomes following a period of three months of housing related support which is the expected average length of support someone will receive from the service.	Proposal is to retain this indicator as it currently is for Q1 of 2020/21. From 1 July 2020 the new Housing Related Support contract will go live and so from Q2 it is proposed that this indicator is replaced by the new one with a proposed 2020/2021 target of 90%.	Derek Ward/Cllr Bradwell (have written approval)

Proposed changes to targets						
Commissioning Strategy	Measure Name	Target 2019/2020	Proposed target 2020/2021	Ref	Rationale	Director/ Executive Portfolio Holder
Protecting the public	Juvenile Reoffending	43.6%	37.9%	125	Performance in reoffending can fluctuate quarter on quarter due to the small cohort numbers being reviewed. The proposed 2020/2021 target reflects the national average performance in Q1 and Q2 2019/2020 (37.9%). The goal is to remain at or below these average figures.	Janice Spencer/ Cllr Bradwell (have approval from Cllr Bradwell)
	High risk premises inspected by Trading Standards	TBC	Target will be confirmed summer 2020 once funding from FSA has been agreed	3	The target will be set by the service once negotiation with others in the region has taken place and funding by Food Standards Agency is known. These discussions will commence in 2020/21.	Les Britzman/Cllr Young (awaiting written approval once the targets have been agreed)
Children are safe and healthy	Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family	150 days	175 days	26	It is proposed to make the 2020 Target 175 days to take into account recent trends of a higher number of adoptions, which is expected to impact figures. However, the revised target remains significantly better than the most recent published National figures.	Janice Spencer/Cllr Bradwell (have written approval from Cllr Bradwell)
Children are safe and healthy	Number of children who are subject to a Child Protection Plan	330	370	24	Targets have been revised to 370 to take into account current trends. Comparator information is available and is showing an increasing trend.	Janice Spencer/Cllr Bradwell (have written approval from Cllr Bradwell)

Proposed changes to targets						
Commissioning Strategy	Measure Name	Target 2019/2020	Proposed target 2020/2021	Ref	Rationale	Director/ Executive Portfolio Holder
Readiness for adult life	16-17 year old Looked After Children who are participating in learning	89%	90%	45	Performance is currently 90.4%, above the 2019/20 target of 89%. The reason for only a small increase is that as the cohort is very small a change of one or two children moving out of learning can have a significant impact of the percentage in learning. This indicator includes all types of learning including apprenticeships. The target isn't set at 100%, due to the fact that some of the cohort may decide to go into full time work rather than the apprenticeship route.	Janice Spencer/Cllr Bradwell (have written approval from Cllr Bradwell)
Readiness for school	The percentage gap in achievement between Free School Meals (FSM) Eligible pupils in Lincolnshire and Non-FSM Eligible pupils nationally for Good Level of Development	22%	18%	48	Following strong improvement between 2018 and 2019 to aim to at least maintain the gap and not slip back into decline is both ambitious and realistic.	Janice Spencer/Cllr Bradwell (have written approval from Cllr Bradwell)
Health and wellbeing	Percentage of alcohol users that left specialist treatment successfully	40%	35%	31	The current target was set in 2016 prior to the last commissioning exercise for the substance misuse services. Over recent years the budget has reduced. Service performance has fluctuated over recent reports between 32% and 37%, so a 35% target would still provide some challenge	Derek Ward/Cllr Bradwell (have written approval from Cllr Bradwell)

					to the service. Value For Money exercises completed within 2019 have shown the service is performing well for the given financial envelope, so changing the target for a more achievable 35% would be logical.	
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Proposed removal of Performance measures for the Community Safety Service

Commissioning Strategy	Measure	Ref No	Reason	Director/Executive Portfolio Holder
Protecting the Public	Antisocial behaviour	107	These measures are no longer the most appropriate way to measure performance of the Community Safety Service and are being changed primarily to reflect those aspects of performance that the Council could strongly influence and control. The proposed replacement measures are much more in the gift of the Council, although still rely on partner influence and delivery. Some of the previous measures eg Anti-Social Behaviour were much more measures of Police and District council delivery.	Les Britzman/Cllr Young (written approval from Cllr Young)
	Reported incidents of domestic abuse	7		Les Britzman/Cllr Young (written approval from Cllr Young)
	Domestic homicides	8		Les Britzman/Cllr Young (written approval from Cllr Young)
	Repeat referrals of Domestic Abuse to MARAC	9		Les Britzman/Cllr Young (written approval from Cllr Young)
	Satisfaction with responses to crime and antisocial behaviour	13		Les Britzman/Cllr Young (written approval from Cllr Young)
	Adults Re-Offending	14		Les Britzman/Cllr Young (written approval from Cllr Young)

Health and wellbeing	Chlamydia diagnoses per 100,000 15-24 year old	34	Propose to remove this measure and agree what, if anything, would be a good indicator to include in future once the new national sexual health strategy is released. This will be undertaken in line with the future revised business planning.	Derek Ward/Cllr Bradwell (have written approval from Cllr Bradwell)
Health and wellbeing	Number of frontline staff and volunteers trained in Making Every Contact Count (MECC)	109	In preparation for better Care Fund (BCF) funding (which paid for additional MECC capacity within Public Health) coming to an end, plans were put in place during 2019/2020 to change the way that MECC is delivered. 10 staff from a range of NHS and district councils have been trained by Health Education England to become accredited MECC trainers. The staff have committed to taking responsibility for the provision of MECC training over the next few years both within and outside their own organisations. Although the Public Health team will remain involved in the programme we will not be in the position to demand performance data from partners as there will be no contractual relationship, consequently it will not be possible to report to the Council Business Plan.	Derek Ward/Cllr Bradwell (have written approval from Cllr Bradwell)

Proposed inclusion of 'new' measures to replace the existing Community Safety measures				
Commissioning Strategy	Measure	Target 2020/2021	Reason	Director/ Executive Portfolio Holder
Protecting the Public	The proportion of secondary schools in Lincolnshire which received at least one Stay Safe Day delivered by the Stay Safe Partnership	80% of mainstream secondary schools	The Stay Safe Partnership delivers preventative messages to young people in education establishments about key crime and disorder issues. Stay Safe Days are multi-agency days which cover a variety of key safety areas, giving students the correct information to make informed decisions should they be faced with certain situations. Topics include fire safety, internet safety, alcohol awareness, anti-social behaviour,	Les Britzman/Cllr Young (written approval from Cllr Young)

			healthy relationships, road safety and drugs awareness. The more schools receiving sessions the wider preventative messages can be delivered.	
Protecting the Public	The number of victims of domestic abuse who received support (including Independent Domestic Violence Advisors IDVA, Outreach, and Targeted Support) including Children and Young People	Maintain number of people supported The forecast for 2019/2020 is 3,952	Supporting victims of domestic abuse (including children and families).	Les Britzman/Cllr Young (written approval from Cllr Young)
Protecting the Public	The proportion of Lincolnshire County Council staff to undertake multi-agency domestic abuse e-learning	90% of LCC staff	Multi-agency domestic abuse training helps to ensure a partnership approach to the identification and support of domestic abuse victims, especially those at highest risk of harm.	Les Britzman/Cllr Young (written approval from Cllr Young)

Contextual measures where it is not appropriate to set a target

Commissioning Strategy	Measure	Reason	Director/ Executive Portfolio Holder
Protecting the Public	The number of year 6 children attending primary school in Lincolnshire who received an E-safety workshop delivered by the Stay Safe Partnership	The Stay Safe Partnership delivers preventative messages to young people in education establishments about key crime and disorder issues. As an extension of the current Stay Safe Day offer to secondary schools, E-safety workshops are being offered in primary schools throughout Lincolnshire. The E-safety workshop is an interactive workshop for year 6 students looking at social media and their transition to secondary school. The workshop also enables students to understand ways of safeguarding themselves from abuse and bullying online. The sessions are free for schools and as these are delivered in addition to the core Stay Safe Partnership offer, the ability to service these is reliant on capacity.	Les Britzman/Cllr Young (written approval from Cllr Young)
	The number of clients supported by MARAC	The primary focus of the Multi-Agency Risk Assessment Conference (MARAC) is to safeguard the adult victim.	Les Britzman/Cllr Young (written approval from Cllr Young)
	Reoffending outcome of the Assisting Rehabilitation through Collaboration (ARC) cohort (Percentage reduction in offending)	Part of the Safer Together collaboration between Lincolnshire County Council and Lincolnshire Police the Assisting Rehabilitation through Collaboration (ARC) is Lincolnshire's multi-agency partnership dedicated to reducing reoffending, reducing the number of victims and reducing the harm caused by the most prolific and complex offenders in Lincolnshire. This measure reflects the reoffending outcomes of clients supported by the ARC scheme to date by assessing the percentage change in the number of offences committed 12 months prior to being identified as eligible for the ARC scheme and the number of offences committed in the 12 months following.	Les Britzman/Cllr Young (written approval from Cllr Young)

The ARC reoffending outcome measure is included in the Council Business Plan as a key deliverable of the Safer Together project of which Lincolnshire County Council plays an integral role. Although we would seek to see the greatest reduction in offending, it is not appropriate to set a numerical target for this. There a multitude of reasons for not targeting this measure, not least of which are listed below:

- The continued development of the ARC scheme would render a target based on the schemes current operation null and void.
- Factors relating to the number and complexity of clients managed within the ARC scheme mean that one client could hugely impact the figures leaving performance against a pre-set target unrepresentative of actual performance.
- As a multi-agency scheme it is problematic to set a target for one forum within one of the partner agencies without this being accepted as practice within all agencies involved.

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Agenda Item 7

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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