

County Offices
Newland
Lincoln
LN1 1YL

28 June 2021

Executive

A meeting of the Executive will be held on **Tuesday, 6 July 2021** in the **Council Chamber, 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
(9 Members of the Council)

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

Councillor Mrs P A Bradwell OBE, Executive Councillor for Children's Services, Community Safety and Procurement (Deputy Leader)

Councillor Mrs W Bowkett, Executive Councillor for Adult Care and Public Health

Councillor R D Butroid, Executive Councillor for People Management, Legal and Corporate Property

Councillor L A Cawrey, Executive Councillor for Fire & Rescue and Cultural Services

Councillor C J Davie, Executive Councillor for Economic Development, Environment and Planning

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

Councillor D McNally, Executive Councillor for Waste and Trading Standards

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

**EXECUTIVE AGENDA
TUESDAY, 6 JULY 2021**

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 2 June 2021		7 - 12

KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE

5	Review of Financial Performance 2020/21 <i>(To receive a report from the Executive Director – Resources which describes the Council's financial performance in 2020/21 and reports on underspends on budgets and makes proposals on the carry forward of over and under spends into the current financial year 2021/22)</i>	I022020	13 - 100
6	Extension to Best Start Lincolnshire: Early Years and Family Service Contract <i>(To receive a report by the Executive Director – Children's Services which seeks approval for an extension to the contract for the Best Start Lincolnshire: Early Years and Family Service)</i>	I022167	101 - 110
7	Re-painting and Maintenance Works to Cross Keys Swing Bridge <i>(To receive a report by the Executive Director – Place, which seeks approval to carry out re-painting and other maintenance works to Cross Keys Swing Bridge, carrying the A17 over the River Nene at Sutton Bridge)</i>	I022021	111 - 130

NON KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE

8	One Council Commissioning Framework <i>(To receive a report from the Executive Director – Commercial which seeks approval of the One Council Commissioning Framework as set out in Appendix A)</i>	I022263	131 - 140
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- 9 Performance Reporting against the Corporate Plan Performance Framework 2020-2021 - Quarter 4** **I021583** 141 - 174
(To receive a report from the Executive Director – Commercial, which presents an overview of performance for quarter 4 (January – March 2021) against the Corporate Plan)

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 10 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.

- 10 Future Wide Area Network (WAN) Options Appraisal** **I021772** 175 - 214
(To receive an exempt report from the Executive Director – Commercial, in relation to the Future Wide Area Network (WAN) options appraisal)

Democratic Services Officer Contact Details

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

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

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing [Agenda for Executive on Tuesday, 6th July, 2021, 10.30 am](https://www.lincolnshire.gov.uk/agenda-for-executive-on-tuesday-6th-july-2021-10.30-am) ([moderngov.co.uk](https://www.lincolnshire.gov.uk))

All papers for council meetings are available on:
<https://www.lincolnshire.gov.uk/council-business/search-committee-records>



**EXECUTIVE
2 JUNE 2021**

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

Councillors Mrs P A Bradwell OBE (Executive Councillor for Children's Services, Community Safety and Procurement) (Deputy Leader), Mrs W Bowkett (Executive Councillor for Adult Care and Public Health), R D Butroid (Executive Councillor for People Management, Legal and Corporate Property), L A Cawrey (Executive Councillor for Fire & Rescue and Cultural Services), C J Davie (Executive Councillor for Economic Development, Environment and Planning), D McNally (Executive Councillor for Waste and Trading Standards) and Mrs S Woolley (Executive Councillor for NHS Liaison, Community Engagement, Registration and Coroners)

Councillor R B Parker (Chairman of the Overview and Scrutiny Management Board) attended the meeting as an observer

Officers in attendance:-

Debbie Barnes OBE (Chief Executive), Justin Brown (Assistant Director Growth), James Drury (Executive Director Commercial), Glen Garrod (Executive Director - Adult Care and Community Wellbeing), Michelle Grady (Assistant Director – Finance), Nicole Hilton (Assistant Director - Communities), Heather Sandy (Executive Director of Children's Services), Professor Derek Ward (Director of Public Health), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and Rachel Wilson (Democratic Services Officer)

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor R G Davies.

2 DECLARATIONS OF COUNCILLORS' INTERESTS

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

3 ANNOUNCEMENTS BY THE LEADER, EXECUTIVE COUNCILLORS AND EXECUTIVE DIRECTORS

The Leader of the Council welcomed everyone to the first meeting of the Executive of the new Council term.

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EXECUTIVE
2 JUNE 2021

4 MINUTES OF THE MEETING OF THE EXECUTIVE HELD ON 7 APRIL 2021

RESOLVED

That the minutes of the meeting held on 7 April 2021 be signed by the Chairman as a correct record.

5 COVID-19 UPDATE

The Director of Public Health provided an update to the Executive in relation to the current situation with Covid-19 in Lincolnshire as of that morning. Key points included, that the rate of infection in England was just under 29 cases per 100,000 of population, in comparison to Lincolnshire's rate of 19.4 cases per 100,000 of population, which was below the England rate.

In the seven days to 30 May 2021, there were 130 new cases of Covid-19 reported across the entire county, which was a relatively small number, and the majority of these cases were in younger, working age adults. A small increase across secondary school age children had been seen after 17 May 2021. However, the half term holiday was providing a break in transmission and so rates were coming back down.

It was highlighted that the previous day (1 June 2021) was the first day that the UK had not reported any deaths from Covid-19 since 2020. It was also noted that Lincolnshire had not recorded any Covid-19 deaths in the preceding seven days. There was a suggestion that the link between infection and hospital admissions had been broken.

In relation to hospital admissions, there were currently two people in ULH hospitals with Covid-19, however, neither patient was in intensive care or required a ventilator.

An update was also provided on the prevalence of the Indian, or Delta, variant in Lincolnshire. It was reported that in the last two weeks of May, approximately 300 cases of Covid-19 were reported in Lincolnshire, of these approximately 100 were sent for sequencing, and of that number, about 1 in 5 were found to be the new variant. It was acknowledged that Lincolnshire was behind the curve, but it was expected that the Delta variant would become the dominant in Lincolnshire, but this could be within a couple of weeks, a month or a little longer. However, the key question was whether it would drive increased hospital admissions. The messages remained the same in relation to "Hands, Face, Space" and also people were encouraged to take up the vaccination when they were called.

In response to the update, a question was raised in relation to whether people were presenting with more serious symptoms of Covid-19, and what was the evidence in relation to the effectiveness of the vaccine against the delta variant. The Executive was advised that there was some early evidence that the Delta variant was not quite as affected by the one dose and would provide 30 – 40% after one dose, in comparison the vaccines gave about 60% immunity against the Kent (Alpha) variant after one dose. However, after both doses, the levels of immunity against the variants was broadly similar. It was also highlighted that

the majority of admissions to hospital were those that had not received either dose of a vaccine. There was only a very small number of people in hospital with this variant who had received both doses.

At the time of the meeting, around 75% of the adult population of Lincolnshire had received one dose, and almost 50% had received both doses.

In terms of the timescales around the final easing of restrictions on 21 June 2021, there was an expectation that the data would be clear enough by the end of the week, and there would be a clear view from government by the end of the following week on whether the UK should progress to Step 4 of the Roadmap.

6 THE USHER GALLERY

The Executive received a report which provided an update on the plans for culture and heritage in the context of the post Covid-19 recovery planning and sought comments on these plans.

The current situation in relation to the Usher Gallery in Lincoln was summarised and it was highlighted that notification was required from the City of Lincoln Council by 1 July 2021 of their intentions regarding the termination of the Collections Management Agreement and the associated plans for the future of the Usher Gallery. It was outlined that the proposal of the County Council was to seek a sustainable commercial management agreement and to also broaden the use of The Usher Gallery.

Following discussion by the Executive, the following points were noted:

- Visitor numbers to The Usher Gallery were very low, and there was a clear need for improvement to make it a more attractive offer.
- There was agreement that the public buildings (museums, library, castle) needed to offer something that residents and visitors to the area would want to go and see. It was highlighted that the gallery was located next to The Collection, which had attracted some fantastic exhibitions, and so should be complementing that offer.
- It had been discussed pre-Covid-19 that there were changes needed to improve the offer of The Usher Gallery.
- The report presented was welcomed by the Executive and there was support for a solution to be found.
- There was a need for the Gallery to be able to meet its running costs, like Lincoln Castle did, and a similar model should be explored.
- It was commented that the art, watches and clocks which were part of the Usher Collection were of high quality and were for the people of Lincolnshire.
- The vision was to upgrade the whole of the cultural offer, and to ensure that the Usher Gallery was offering something that people wanted to visit. This had been achieved very successfully

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EXECUTIVE
2 JUNE 2021

The Leader advised that he had been corresponding with the Usher Trust on this issue, who may be willing to offer some financial support.

7 HOUSEHOLD WASTE RECYCLING CENTRES

The Executive received a report which sought to provide information about the use of a booking system at Household Waste Recycling Centres (HWRCs) introduced in response to the Covid-19 pandemic, and requested the views of the Executive prior to a decision as to whether the system should remain.

The report set out the background to the introduction of the system and factors which had to be considered in the early stages of the pandemic to enable the HWRC's to be able to reopen safely. The report also highlighted the increase in complaints received during this period, and provided an update on fly-tipping. It was highlighted that there was a perception from residents that the initial closure and reopening with the introduction of the booking system had led to an increase in fly-tipping incidents. However the data did not support this view and there was no demonstrable correlation.

The report also summarised the different approaches taken nationally during the pandemic and also provided feedback and observations from external HWRC contractors.

During discussion by the Executive, the following was noted:

- The HWRCs booking system and separately, fly-tipping had been common issues raised by residents during the election, and there was a perception that the closure of the HWRCs had led to an increase in fly-tipping. Officers advised that at the start of the pandemic, there had been a requirement to close all HWRCs, and the booking system was only ever intended to be a temporary measure to manage the flow of people through the HWRCs and allow them to open safely.
- The booking system was created and implemented in a relatively short turn around and was subject to review and adaptation.
- It was also highlighted that the vast majority of people had utilised the system without issue or concerns (in excess of 500k bookings) and positive feedback reported that they had felt safe on site, and with fewer people waiting they had not felt rushed whilst they were visiting the site.
- It was queried how sites could ensure that trade waste was kept out of the HWRCs if the booking system was removed. It was acknowledged that the booking system had enabled greater control of this. Consideration was being given to various mitigation measures, including retaining the permit system for vans, but simplifying it to make it easier to use.
- It was highlighted that the service had traditionally been one of low complaints and that the increase had been as a direct result of the introduction of the HWRC booking system, particularly during the period when waste streams were limited to specific days.

- It was highlighted that recycling rates at HWRCs were very good, and there was a need to make these services as convenient as possible to use.
- Concerns were raised that the removal of the booking system could see a return to managed access and long queuing to gain access to sites. Officers were to look at possible mitigation, however, it was recognised that for particularly busy sites, this was a likely outcome. The Executive Councillor for Waste and Trading Standards would be submitting a report containing proposals to the relevant scrutiny committee in due course.

8 LEVELLING UP FUND

A report was presented to the Executive which provided an update in relation to the Levelling Up Fund. It was reported that the County Council had the opportunity to make two bids into the funds that the government had made available for regional growth – the UK Community Renewal Fund and the Levelling Up Fund. The report set out the basis on which bids would be made and outlined some of the projects which would be funded if the bids were successful.

Comments made by the Executive during discussion included the following:

- Schemes to be funded if the applications were successful would need to be 'shovel ready' and able to be completed within two years;
- A response in relation to both bids was expected before the summer recess.
- The details of the bid would be made public once they had been finalised.

9 VISION FOR THE NEXT FOUR YEARS

The Leader of the Council set out the vision for the coming four years and highlighted some of the issues which would be priorities for the Executive over this time, which included the following:

- Transport – supporting and improving the equipment and fleet and lobbying for the A1 to be upgraded through Lincolnshire;
- Environment – a challenging target had been set for reducing carbon emissions. In terms of recycling, the separate paper and card collections were to be rolled out across the county. A government decision in relation to the collection of food waste was awaited.
- Greater Lincolnshire – a commitment had been made to work with all partners to ensure that Greater Lincolnshire was recognised. Devolution remained an ambition.
- Roads, potholes and maintenance of highways remained a high priority and the Council would be lobbying to ensure that the £12m lost from the highways funding was restored.
- Fly-tipping – the Executive Councillor for Waste and Trading Standards would be developing proposals to deal with this issue.

10 APPOINTMENT TO OUTSIDE BODIES

A report by the Executive Director – Resources, was received which requested that the Executive make appointments to a number of outside bodies for the forthcoming quadrennial. It also sought the delegation of appointments to the Leader and Executive Councillors listed in Appendix B and C of the report.

RESOLVED

1. That the Executive approves appointments to those bodies listed in Appendix A to the report, and delegates to the Leader of the Council authorisation to allocate the remaining places to opposition members following consultation with Group Leaders;
2. That appointments to organisations as detailed in Appendix B of the report be delegated to the Leader of the Council, in consultation with Group Leaders;
3. That the appointment to organisations as detailed in Appendix C of the report be delegated to the Executive Councillor listed, in consultation with Group Leaders.

The meeting closed at 11.53 am

Open Report on behalf of Andrew Crookham, Executive Director - Resources

Report to:	Executive
Date:	06 July 2021
Subject:	Review of Financial Performance 2020/21
Decision Reference:	I022020
Key decision?	Yes

Summary:

This report:

- describes the Council's financial performance in 2020/21 and reports on the underspends of £28.746m on Council budgets and £13.976m on Schools budgets;
- identifies and explains variances from the Council's revenue and capital budgets;
- makes proposals on the carry forward of over and under spends into the current financial year 2021/22; and
- reports Prudential and Financial Performance Indicators for 2020/21.

Recommendations:

That the Executive:

1. Notes the carry forwards set out in paragraphs 1.58 to 1.60 of this report, which are made in line with the Council's Financial Regulations;
2. Recommends to the County Council that the proposals in paragraphs 1.61 to 1.65, relating to the treatment of underspends, be approved;
3. Notes the transfers to and from reserves carried out in 2020/21 as set out in Table F;
4. Notes the financial performance in 2020/21 as set out in Table A (Key Financial Performance Measures), Table B (Revenue Budget Final Outturn), Table C (Net Capital Programme Summary Outturn), Appendix N (Prudential Indicators).

Alternatives Considered:

This report describes the actual position for the 2020/21 financial year and is factual in content and follows current Council policy. No alternatives are being considered in relation to this aspect.

In relation to the treatment of underspends as set out in paragraphs 1.61 to 1.65, there are a number of different ways these could be used. The proposed usages will support our financial resilience by increasing the Financial Volatility earmarked reserve to its previous level, and add to the resources we have earmarked for recovering from the Covid-19 situation.

Reasons for Recommendation:

Financial governance requires that the Executive reviews the financial performance of each year. This report facilitates this.

The treatment of underspends and overspends are considered appropriate and prudent for supporting the Council's future budgets.

1. Background

1.1 We set our spending plans for 2020/21 in the context of continuing uncertainty about longer term government funding, growing cost pressures from demand led services such as adult and children's social care, and the Council's responsibility to pay the National Living Wage. In developing our financial plan for the year we considered all areas of current spending, levels of income and council tax to set a balanced budget. The budget proposals included an increase in council tax level of 3.50% (1.50% general increase, plus 2.00% for Adult Social Care).

1.2 The budget for 2020/21 was set before the coronavirus pandemic had taken hold in the UK, and the pandemic has not only had a material impact on our activities over the past year, it has also impacted on our financial performance during the year. This is because significant sums of money have been paid to us by the government in the form of various coronavirus grants, and significant amounts have consequently been paid out. As our 2020/21 expenditure due to the pandemic has been funded by the government during the year, there has been no impact on the local council tax payer.

Annual Revenue Spending and Funding

1.3 We spent £1,044,840m in 2020/21 on providing public services. This equated to £1,382 for every person in Lincolnshire.

1.4 We have had to deal with a number of cost pressures, amounting to £44.773m in budgetary terms. These include: pay inflation; additional school transport contract costs

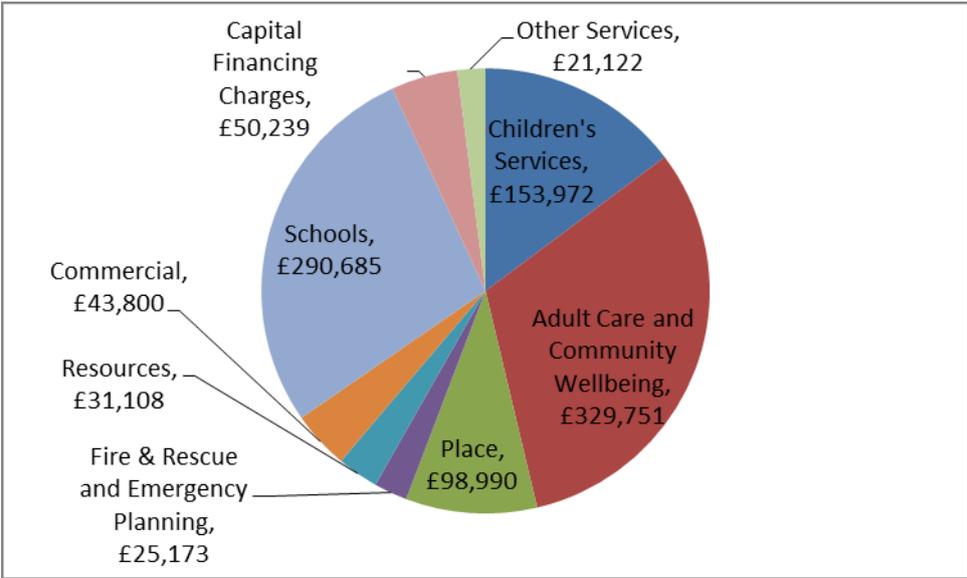
associated with rises in the national living wage; demographic growth pressures and increased costs for residential / nursing, homecare and community based services; an increase in employer pension contributions for the firefighter pension scheme; additional contract costs for our support services provider; an increase in the employer's contribution towards the local government pension scheme deficit; the removal of the budget used to fund transformation costs from capital receipts. To help counteract these cost pressures a range of efficiency savings were implemented and additional income from service user contributions was budgeted for, including: increased service user contributions for adult social care; increased funding from Clinical Commissioning Groups for adult social care; savings from contract re-procurements and a range of efficiency savings across all service areas. These reductions in the budget totalled £14.943m.

1.5 When we set our budget for 2020/21 it was for one year only, as we were expecting the government to implement two funding reforms which together are expected to change the way funding is distributed to all types of local authorities across the country. At that time we expected the reforms to be implemented with effect from April 2021 but this has since been deferred to April 2022.

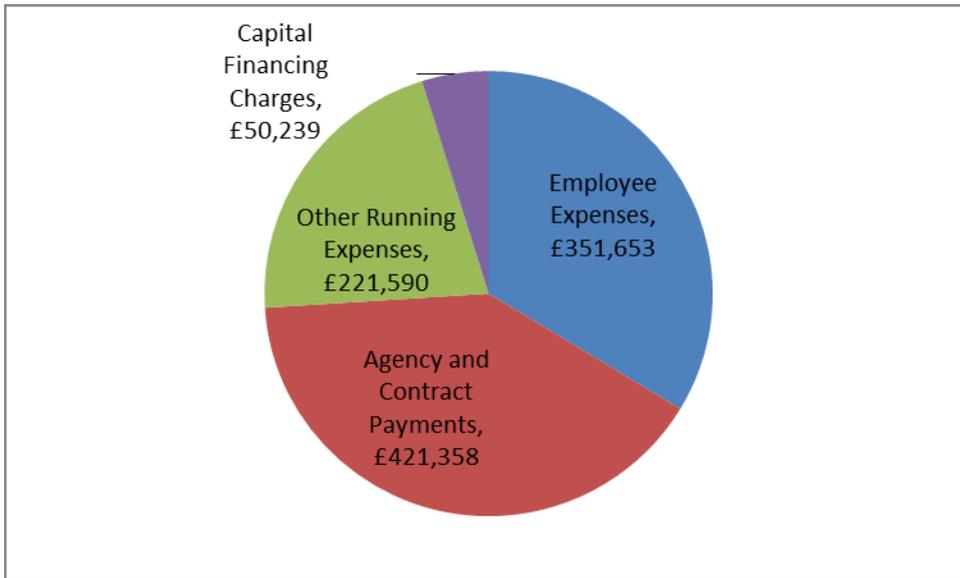
1.6 The level of expenditure in 2020/21 indicates that during the year we have been able to deliver an underspend against the revenue budget of £28.746m (as well as an underspend on Schools of £13.976m).

1.7 The Council's annual spending on providing public services is set out in the charts below and analyses expenditure both by type of service provided and by type of expenditure.

Gross Expenditure Service Analysis 2020/21 £1,044,840 (£000's)



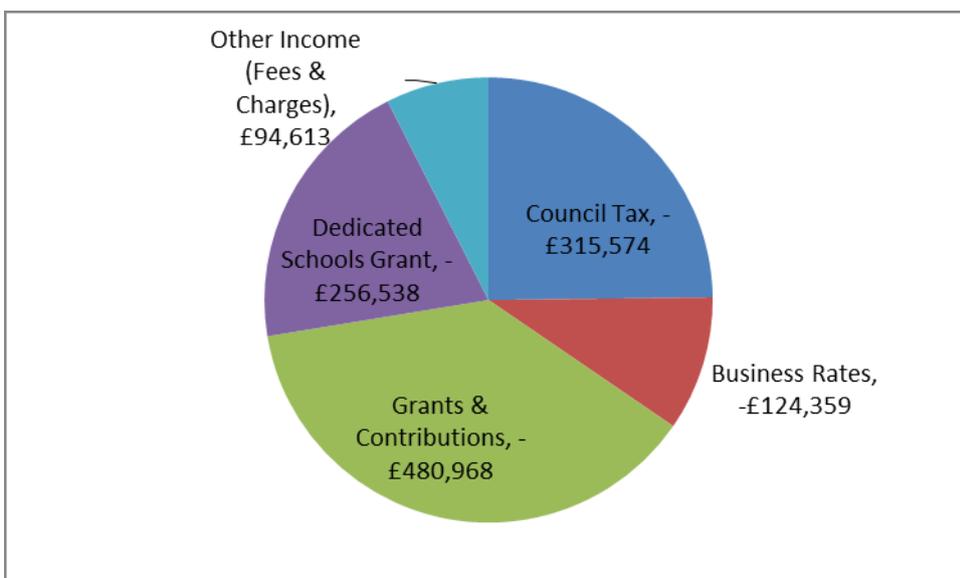
Gross Expenditure Subjective Analysis 2020/21 £1,044,840 (£000's)



The distribution of expenditure type differs significantly between different services. For example employee expenses comprises 55% of gross expenditure in schools, but only 26% of gross expenditure in all other (non-school) services, where agency and contracted services represents 54% of the total.

1.8 The Council's revenue spending was funded by:

Sources of Income Analysis 2020/21 £1,082,826 (£000's)



1.9 In 2020/21 we increased Council Tax by 3.50% and also saw growth of 1.49% on the number of band D equivalent properties in Lincolnshire. This in total generated additional

income for the Council of £14.951m. The Council Tax collection funds in Lincolnshire also generated a surplus in 2020/21, a further £3.193m for the County Council.

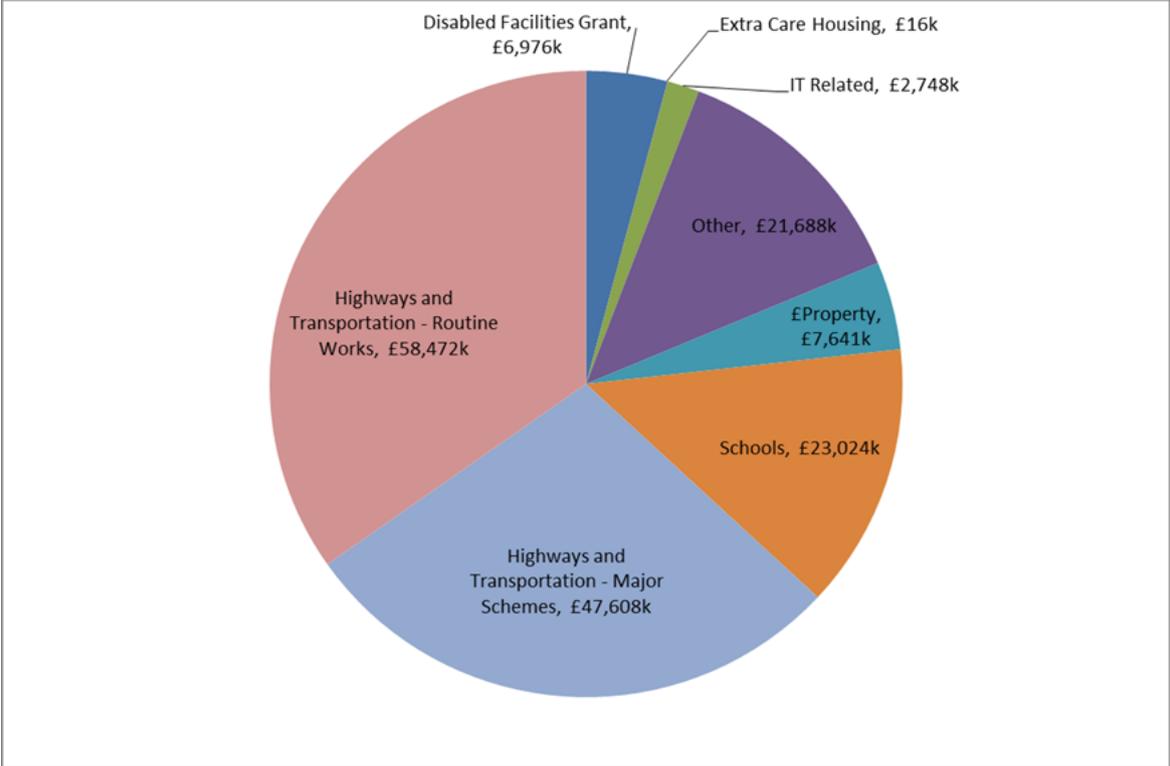
1.10 Business Rates generated £124.359m. This was made up of a number of elements: £22.031m collected from businesses in Lincolnshire; £91.302m received as a top up from central government and £7.822m Section 31 grants from central government. The Council, along with its District Council partners, was in a Business Rates Pool in 2020/21 and the Pool generated an estimated surplus for us of £3.204m in the year.

1.11 The Council received a Revenue Support Grant (RSG) of £20.467m in 2020/21. In addition, a number of specific government grants were received in the year, the most significant of these being £256.538m Dedicated Schools Grant, which is used for funding education, £50.019m Better Care Fund Grant which is used for adult social care, and £33.546m Public Health Grant.

Capital Spending and Funding

1.12 The Council spent £168.174m on the County's major assets, in particular on road schemes and schools. The net capital spend was £52.235m, which was £59.534m less than planned. The main reasons for this position are shown in the section below on Capital Programme Outturn. The following pie chart sets out the spending on major investment projects by service area:

Gross Expenditure on Major Investment Projects 2020/21 £168,174 (£000's)



Other includes: economic development, waste, flood defences, fire and rescue vehicles and equipment.

1.13 In 2020/21 expenditure was incurred on the following major schemes:

- Completing construction and opening of the Lincoln Eastern Bypass scheme.
- Continuing construction of the Grantham Southern Relief Road scheme.
- Continuing construction of the De Wint Extra Care Housing scheme.
- Continuing construction of the Spalding Western Relief Road (section 5) scheme.
- Expansion and remodelling work in Lincolnshire special schools through the Building Communities of Specialist Provision Strategy delivering an increase in places and access to all-needs provision.
- Expansion works to a number of schools to provide additional places for pupils, as well as a programme of addressing condition issues of school buildings.

1.14 The Council has received grants from central government and other bodies of £115.938m in the year to fund: road maintenance and building work, the provision of additional school places, addressing the condition of school buildings, the provision of broadband in the community and the provision of grants for adaptations in the homes of disabled people. The amount of capital grants and contributions actually used to fund the capital programme this year includes grants and contributions from previous years and is shown in the table below, which summarises how the capital programme has been financed in 2020/21:

Capital Financing Table 2020/21 £000'S

	£'000
Revenue Contributions	7,751
Use of Reserves	4,080
Grants and Contributions	125,340
Capital Receipts	2,690
Borrowing	28,313
Total	168,174

1.15 The Council sets a voluntary limit on its total borrowing to ensure that it remains prudent and affordable over the longer term. This target is to ensure that the annual minimum revenue provision (MRP) charge plus interest on loans amount to no more than 10% of the Council's annual income. The MRP charge is the amount set aside by the Council each year as a provision to repay debt over the period when the assets purchased and built provide a benefit to the communities of Lincolnshire. The total cost of these capital financing charges for 2020/21 amounted to 4.98% of total income.

The Council's financial standing

Key Financial Performance Measures: Financial Health and Performance

1.16 The County Council has identified a number of key indicators to monitor its Financial Health and Performance. The Council's actual performance against these key indicators for 2020/21 is shown in **TABLE A**.

TABLE A – Key Financial Performance Measures: Financial Health and Performance

REF	PERFORMANCE INDICATOR	MEDIUM TERM TARGET	2020/21 Estimate	2020/21 Actual
1	Council tax compared with other counties	In lowest quartile of all English county councils (out of 26 county councils)	Yes	Yes
2	Government grants	Lobby for annual increases in general government grants to be above the county average	Yes	Yes
3	Minimum Revenue Provision and Interest	MRP and Interest repayments not to exceed 10% of net income	5.61%	4.98%
4	Accounting	Unqualified external audit opinion	Yes	Yes
5	General Reserves	Maintained within the range of 2.5% to 3.5% of the annual budget requirement net of Dedicated Schools Grant	Within range 2.5% - 3.5%	3.20%
6	Internal control	None of the processes audited receive a "low assurance" opinion from internal audit	Yes	No *
7	Expenditure - prompt payment	At least 90% of undisputed invoices paid within 30 days	90%	97%
8	Treasury management	Risk adjusted return comparison	Weighted Benchmark 0.074%	0.522%

* One Internal Audit report in the year was issued with a "Low Assurance" opinion

The Council's Balance Sheet

1.17 The Council's Balance Sheet, as reported in the Statement of Accounts 2020/21, shows the Council's financial position as at 31 March 2021. Overall, the Council's net assets position has decreased by £224.915m from £308.336m to £83.421m.

1.18 The most significant factor contributing to this reduction in the net assets value is the increased long term liability for pensions. This liability has increased by £254.850m to £1,111.464m. This is the estimated value of the commitment to pay future retirement benefits to the Council's employees, although it does not represent an immediate call on reserves as it is a long term commitment. Around £184m of this increase relates to the Local Government Pension Scheme (LGPS) Fund with a further £71m relating to the Firefighter Pension Schemes Fund. The main reasons for the change are that firstly the rate of return on LGPS assets is higher than in 2019/20 which has decreased the liability, and secondly that a fall in bond yields has effected a reduction in the discount rate, and there has been a rise in future inflation expectations impacting on the expected salary increase rate and the expected pension increase rate. This has more than offset the

increase in asset values to increase the overall pension liability for both the LGPS and the Firefighter Funds. This position changes from year to year, and the increase in the liability has no impact on the Council's annual budget.

Balance Sheet Extract

31 March 2020		31 March 2021
£000's		£000's
1,466,482	Long Term Assets	1,479,590
344,069	Current Assets	420,760
-141,347	Current Liabilities	-211,896
-1,360,868	Long Term Liabilities	-1,605,033
308,336	Net Assets	83,421
337,415	Usable Reserves	366,195
	Unusable Reserves	
831,100	Re Long Term Assets	847,224
-1,346	Re Financial Instruments	-1,318
-856,614	Re Pensions	-1,111,464
-2,219	Re Other	-17,215
-29,079	Total Unusable Reserves	-282,774
308,336	Total Reserves	83,421

Revenue Budget Outturn

1.19 The revenue budget outturn for 2020/21 is summarised below:

- a) Total service revenue spending, excluding schools, was underspent by £15.510m or 3.5%.
- b) There was an underspend of £12.811m on other budgets or 16.5%.
- c) The Council received £0.425m (less than 0.1%) more general funding income than originally budgeted for.

This gives the Council (excluding schools) an overall underspend of £28.746m.

1.20 In addition, there was an underspend of £13.976m relating to the Dedicated Schools Grant. This consisted mainly of a £14.540m underspend relating to maintained schools balances from the prior year and the 2020/21 financial performance, as well as some variances on other activities and funding streams. The Dedicated Schools Grant is a ring-fenced amount and will be automatically carried forward to use in 2021/22.

1.21 The underspend on service budgets this year was relatively high and much of this was due to the impacts of the coronavirus pandemic on our services. A more detailed account of the reasons for variances against the budget is set out in Appendices B to J, but in general there has been a shift towards providing services directly related to managing the

impacts of the pandemic and these have been funded by government grant. This has left some service budgets in an underspend position as a result.

The revenue outturn position for 2020/21 is shown in **TABLE B**.

TABLE B – Revenue Budget Final Outturn 2020/21

	Revised Net Revenue Budget £m	Net Expenditure £m	Year End Variance £m	Actual Variance %
SERVICE DELIVERY				
Children's Social Care	79.870	78.414	(1.456)	(1.8)
Children's Education	43.447	43.767	0.320	0.7
Children's Services	123.317	122.181	(1.136)	(0.9)
Adult Frailty & Long Term Conditions	122.500	118.948	(3.552)	(2.9)
Adult Specialities	81.149	79.374	(1.775)	(2.2)
Public Health and Community Wellbeing	23.783	20.188	(3.595)	(15.1)
Public Health Grant Income	(33.546)	(33.546)	0.000	0.0
Better Care Funding	(50.019)	(50.019)	0.000	(0.0)
Adult Care and Community Wellbeing	143.866	134.945	(8.921)	(6.2)
Communities	47.278	46.032	(1.246)	(2.6)
Lincolnshire Local Enterprise Partnership	0.343	0.263	(0.081)	(23.5)
Growth	5.067	5.013	(0.054)	(1.1)
Highways	23.898	24.014	0.116	0.5
Place	76.587	75.322	(1.265)	(1.7)
Fire & Rescue	22.628	22.543	(0.086)	(0.4)
Emergency Planning	0.451	0.433	(0.018)	(4.0)
Fire and Rescue and Emergency Planning	23.079	22.976	(0.103)	(0.4)
Human Resources and Organisational Support	14.603	13.856	(0.746)	(5.1)
Finance	6.836	6.800	(0.036)	(0.5)
Legal and Governance Services	2.488	1.900	(0.588)	(23.6)
Public Protection	4.199	4.457	0.257	6.1
Resources	28.126	27.013	(1.113)	(4.0)
Property	10.147	9.182	(0.964)	(9.5)
Information Management Technology	14.706	14.914	0.208	1.4
Transformation	7.332	6.942	(0.390)	(5.3)
Commercial	9.034	7.529	(1.505)	(16.7)
Commercial	41.219	38.568	(2.651)	(6.4)
Corporate Services	3.100	2.779	(0.321)	(10.4)
Corporate Services	3.100	2.779	(0.321)	(10.4)
TOTAL SERVICE DELIVERY	439.295	423.785	(15.510)	(3.5)
OTHER BUDGETS				
Contingency	1.227	0.000	(1.227)	(100.0)
Capital Financing Charges	56.924	48.277	(8.647)	(15.2)
Other	19.519	16.582	(2.937)	(15.0)
TOTAL OTHER BUDGETS	77.671	64.860	(12.811)	(16.5)
TOTAL NET EXPENDITURE (EXC SCHOOLS)	516.966	488.644	(28.322)	(5.5)
MOVEMENT OF RESERVES				
Transfer to/from Earmarked Reserves	7.952	37.206	29.254	367.9
Contribution to/from School Reserves	(9.794)	3.674	13.467	(137.5)
Contribution to Development Fund	(3.043)	(3.043)	0.000	0.0
Transfer to/from General Reserves	0.150	0.150	0.000	0.0
TOTAL MOVEMENT OF RESERVES	(4.735)	37.986	42.722	(902.2)
MET FROM:				
Business Rates local Retention	(123.990)	(124.359)	(0.369)	0.3
Revenue Support Grant	(20.467)	(20.467)	0.000	0.0
Other Non Specific Grants	(60.452)	(60.508)	(0.056)	0.1
County Precept	(315.574)	(315.574)	0.000	(0.0)
TOTAL MET FROM	(520.482)	(520.907)	(0.425)	0.1
TOTAL (EXCLUDING SCHOOLS)	(3.517)	(32.263)	(28.746)	
SCHOOL BUDGETS				
Schools Block	143.575	129.567	(14.008)	(9.8)
High Needs Block	77.679	78.583	0.904	1.2
Central School Services Block	3.193	2.834	(0.359)	(11.2)
Early Years Block	43.125	41.951	(1.175)	(2.7)
Dedicated Schools Grant	(256.757)	(256.538)	0.219	(0.1)
Schools Budget (Other Funding)	(2.563)	(2.120)	0.442	(17.3)
TOTAL SCHOOLS BUDGETS	8.252	(5.724)	(13.976)	(169.4)
TOTAL (INCLUDING SCHOOLS)	4.735	(37.986)	(42.722)	

Children's Services – underspend of £1.136m

1.22 In the year, there were overspends due to the increase in the number of children in care and the requirement for more specialist placements, and an increase in transport delivery costs compared to the budget for Home to School and College transport. These overspends were more than offset by underspends arising from the pandemic as well as utilisation of grants. More details on variances in this area are reported in Appendix B.

Adult Care and Community Wellbeing – underspend of £8.921m

1.23 The pandemic had a major impact on Adult Care and Community Wellbeing services in 2020/21. In order to deliver a safe response to the scale and pace required, the Directorate has prioritised its financial resources to meet the needs of the population across Lincolnshire as the pandemic has evolved. Costs directly related to the coronavirus response have been funded by the government. This support alongside a reduction in some volume based services and a delay to the roll out of a small number of initiatives until 2021/22 has resulted in a significant underspend. More details on variances in this area are reported in Appendix C.

Place – underspend of £1.265m

1.24 There was an overspend in the year on the Mixed Dry Recycling contract following its re-procurement, but this was more than offset by underspends on Transport services as well as Heritage and Culture services which were due to the impacts of the pandemic. More details on variances in this area are reported in Appendix D.

Fire and Rescue & Emergency Planning – underspend of £0.103m

This relatively small underspend was due to grant funding received late in the year as well as reduced activities due to the pandemic. More details on variances in this area are reported in Appendix E.

Resources – underspend of £1.113m

1.25 The election budget was not required in 2020/21 and is proposed to be transferred to reserves. In addition to this underspend there were staff vacancies and increased recharge income for Business Support staff utilised to support the pandemic. More details on variances in this area are reported in Appendix F.

Commercial – underspend of £2.651m

1.26 There were a number of underspends in the Corporate Property area, as well as a significant underspend on the Customer Service Centre where usual business activity was replaced by coronavirus-related call handling which was funded by government grant. There were also staff vacancies. More details on variances in this area are reported in Appendix G.

Corporate Services – underspend of £0.321m

1.27 This underspend was mainly due to staff vacancies, with recruitment activity delayed by the impact of the pandemic. More details on variances in this area are reported in Appendix H.

Other Budgets – underspend of £12.811m

1.28 There was an underspend on both the corporate contingency budget and the corporate redundancy budget in the year, as well as an underspend due to the National Living Wage being lower than anticipated. The main underspend in this area though related to capital financing charges, which were significantly lower than budgeted due to capital programme underspends both in this year and in 2019/20. More details on variances in this area are reported in Appendix J.

Dedicated Schools Grant – underspend of £13.976m

1.29 This underspend mainly relates to the school's delegated budgets for maintained schools (£14.540m). This includes the brought forward balances from prior years and the 2020/21 financial performance. School delegated budget underspends are automatically transferred to the schools reserves for use in 2021/22. The financial position on the Dedicated School Grant blocks (excluding school balances) are reported in Appendix I.

Council's General Funding – £0.425m more than the income budget

1.30 The Council's general funding is currently £0.425m more than the revenue budget approved at full Council in February 2020. This is mainly due to the increased gain from Business Rates Pooling, which was £0.404m more than the £2.799m budgeted for.

Coronavirus Pandemic Expenditure and Funding

1.31 In March 2019/20 we received our first tranche of emergency Covid-19 grant and this was followed by a further three tranches in 2020/21. In total we received £44.509m of emergency grant which was un-ringfenced, meaning that we were free to use it to cover any aspect of the cost of the pandemic. In addition to this we received £3.566m of sales, fees and charges grant which was specifically to cover losses of income due to the pandemic. In total these grants amounted to £48.075m.

1.32 In 2019/20 we used £0.378m of this emergency grant to cover Covid-19 costs arising in March 2020 at the start of the pandemic. In 2020/21 we used a further £45.624m of the emergency grant during the year bringing the total spent over the two years to £46.002m. The difference between the total general grant of £48.075m and the total general spend of £46.002m is £2.072m of unspent grant which has been carried forward to 2021/22 and will be used to support Covid-19 costs next year.

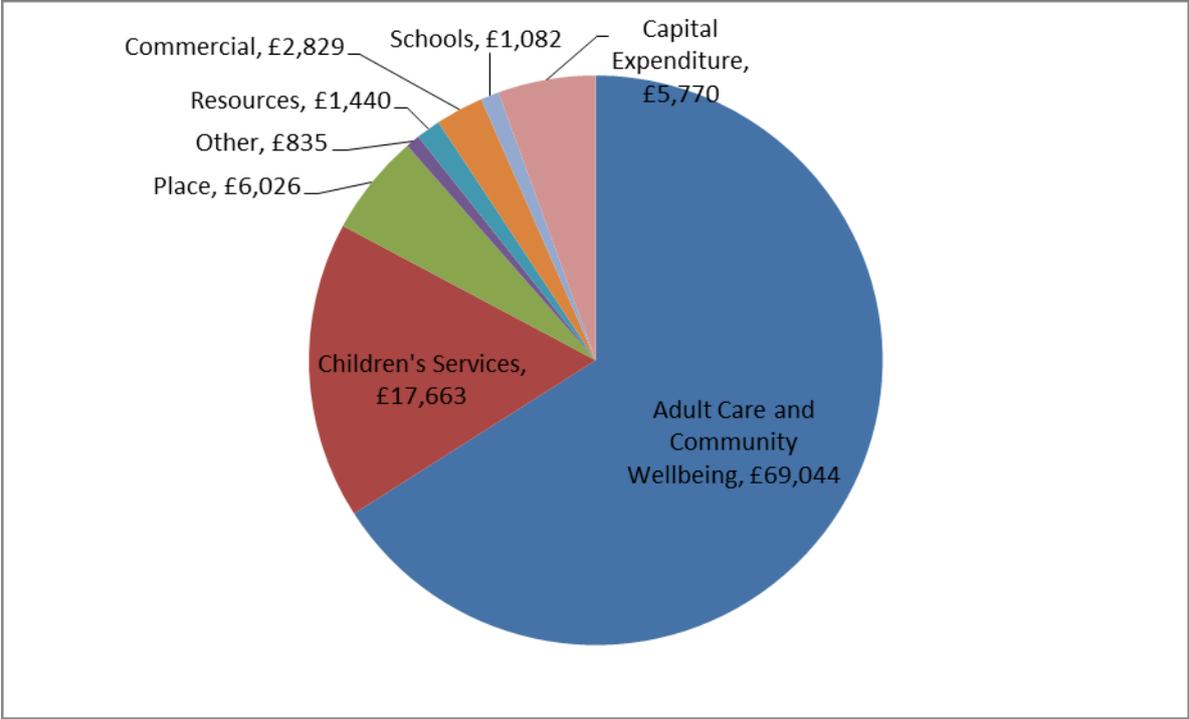
1.33 In addition to these general Covid-19 grants, a number of specific grants were received from the government and the Clinical Commissioning Groups (CCGs) reimbursed

us for some of our Covid-19 costs. Specific grants received in the year totalled £65.701m, of which £52.378m was spent during 2020/21 and £13.323m was carried forward to support Covid-19 costs next year in accordance with the terms and conditions of the grants. The CCGs reimbursed £6.687m of Covid-19 costs in 2020/21.

1.34 In summary, our total Covid-19 related expenditure in 2020/21 was £104.689m. Of this sum, £45.624m was covered by the government's emergency grant and sales fees and charges grant, £52.378m was covered by government grants for specific aspects of the pandemic, and £6.687m was reimbursed by way of the contribution from the CCGs.

1.35 The pie chart below shows how this expenditure of £104.689m was distributed across service areas, and further details on the Covid-19 expenditure in the year is shown in Appendix K.

Covid-19 Expenditure by Service 2020/21 £104.689 (£000's)



Other includes Corporate Services and Fire and Rescue & Public Protection.

Capital Programme Outturn

1.36 The capital outturn for 2020/21 is summarised below:

- Net capital expenditure was £52.235m; and
- This was £59.534m or 53% less than planned.

TABLE C shows the summary of the year end position against the budget funded by the Council. Appendix A provides further detailed information on projects and schemes highlighted in this report.

1.37 The reasons for significant capital budget over or underspends are explained in the following paragraphs and in more detail in Appendix A.

TABLE C – Capital Programme Summary Outturn 2020/21

	Gross Programme			Net Programme		
	Actuals £000's	Revised Budget £000's	Gross Outturn Variance £000's	Actuals £000's	Revised Budget £000's	Net Outturn Variance £000's
Adult Care & Community Wellbeing	7,006	8,406	-1,400	30	30	0
Children's Services	23,874	24,090	-216	11,896	12,136	-241
Place	123,174	156,952	-33,778	34,516	80,487	-45,970
Fire and Rescue	3,731	4,605	-874	3,731	4,605	-874
Commercial	10,389	18,805	-8,416	3,379	11,795	-8,416
Resources	0	107	-107	0	107	-107
Other Budgets	0	3,926	-3,926	-1,317	2,609	-3,926
Total	168,174	216,892	-48,718	52,235	111,769	-59,534

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

1.39 Schemes can receive funding from both the County Council and from external bodies (through grants and contributions). The timing of this external funding may also have an impact on the spending profile of schemes annually within the capital programme. All underspends and overspends on the capital programme are automatically carried forward to the next financial year.

Children's Services - £0.241m under net budget

1.40 Children's Services spent £23.874m on capital expenditure in 2020/21. Of this total, £14.513m was spent on provision for pupils with Special Educational Needs and Disabilities (SEND), £3.170m was spent on the provision of school places, and £3.376m was spent on replacing end of life building components. In total £23.574m of grants and contributions were used in the year to fund the Children's Services capital programme.

1.41 The Children's Services capital schemes were largely on target in the year and the longer term projects are also on target over their whole lives. The most significant project is the SEND one, and a summary of the position on this is shown in Appendix A.

Adult Care and Community Wellbeing (AC&CW) - on target against net budget

1.42 Capital investment within Adult Care and Community Wellbeing is mostly funded by capital grants and contributions. AC&CW spent £7.006m on capital expenditure in 2020/21. Of this sum, £6.976m was on disabled facility grants to enable essential housing adaptations to help disabled people live independently and safely in their own homes. Work continued on the De Wint Court Extra Care Housing Scheme and is expected to complete in 2021/22.

Place - £45.970m under net budget

Communities - £4.160m under net budget

1.43 Total capital expenditure in 2020/21 within the Communities area of Place was £2.968m on libraries, flood and water risk management, drainage and waste.

1.44 The main reason for the underspend in Communities is the project for the future development of the Heritage / Archives service. This project is approved in principle but not yet started so there is a £2.500m underspend this year. There are a number of other schemes with smaller underspends which make up the total and the whole life position for schemes within Communities is largely on target.

Growth - £7.837m under net budget

1.45 Capital investment within the Growth area of Place was £14.361m in 2020/21 with the most significant sums spent on the Lincolnshire Enterprise Partnership (LEP) contribution and the South Lincolnshire Food Enterprise Zone.

1.46 The net underspend was mainly in respect of the LEP contribution, although there was an overspend on the South Lincolnshire Food Enterprise Zone and this project is also showing a whole life forecast overspend. Further details on these two schemes are shown in Appendix A.

Highways - £33.974m under net budget

1.47 Capital expenditure on highways road maintenance and road building schemes was £105.845m in 2020/21. Of this sum, £71.018m was funded by grants and contributions in the year.

1.48 The net underspend arose from a number of schemes, in the main these were the Lincoln Eastern Bypass, the Grantham Southern Relief Road, the A46 Welton Roundabout, the Holdingham roundabout and the A52 Skegness Roman Bank reconstruction. In addition there was an underspend on the Highways Asset Protection block budget. The whole life position for the major road schemes is largely on target at this stage, following an update to the future capital programme in the most recent budget setting process. More details on all of these schemes are included in Appendix A.

Fire and Rescue & Emergency Planning - £0.874m under net budget

1.49 Fire and Rescue & Emergency Planning spent £3.731m on capital expenditure in 2020/21. The majority of this, £3.401m, was for fire vehicles and associated equipment and the underspend occurred following a review of the planned profile of expenditure for the period up to and including 2024/25, which has pushed some of the expenditure back to later years.

Resources - £0.107m under net budget

1.50 Capital schemes within the Resources directorate were in the area of Public Protection, with minor underspends on Trading Standards and Registration and Coroners Services.

Commercial - £8.416m under net budget

1.51 The Commercial Directorate spent £10.389m on capital expenditure in 2020/21. This comprised £7.641m on property schemes (£1.687m under net budget); £0.996m on broadband (£5.510m under net budget) and £1.751m on IT schemes (£1.219m under net budget). For the longer term projects in this Directorate, the whole life position is that they are generally on target.

1.52 The most significant underspend in this area was on the Broadband scheme, and this was mainly due to a contractual rebate received as performance under the contract with the supplier has exceeded the target performance. Further information on this is provided in Appendix A. The underspends in the areas of property and IT are in the main due to a number of schemes experiencing minor delays which has pushed some planned expenditure back to next year.

New Developments Capital Contingency Fund - £3.926m under net budget

1.53 For 2020/21 we set aside £7.500m in a New Developments Capital Contingency Fund for schemes which emerge during the financial year. The movement during the financial year is explained below:

New Developments Capital Contingency	£000's
Original Budget	7,500
In-Year Changes to Budget	
Carried forward from underspend 2019/20	12,042
Re-phasing into 2021/22	-10,000
Allocations	
Highways 2020 Mobilisation	-1,406
Skegness Countryside Business Park	-534
A1073 - Part One Compensation Claims	-1
Peppermint Park	-3,400
Horncastle Land Purchase	-113
Castle Motte	-444
Lincoln Castle Revealed Phase 2 return of unspent monies	282
Total Changes to Budget plus Allocations	-3,574
To be Carried Forward to 2021/22	3,926

1.54 The underspend of £3.926m remaining at the end of 2020/21 will be transferred forward into 2021/22 to fund schemes in the new financial year. There are a number of commitments which already exist for use of this funding in 2021/22 and future years.

Prudential indicators

1.55 The Local Government Act 2003 gave authorities freedom to borrow what they need to fund their capital programmes. The Act requires Local Authorities to comply with CIPFA's Prudential Code for Capital Finance in Local Authorities. The Code provides a framework to ensure that Local Authorities' capital programmes are affordable, prudent and sustainable and that treasury management decisions are taken to support this.

1.56 In complying with the Code the indicators for 2020/21 were approved by the Council on 21 February 2020 along with the budget and council tax for that year. In accordance with the Code, the Executive Director has been monitoring the actual performance against the targets set and there have been no issues of concern to be reported to members. The Council should also be informed of the actual position compared with that estimated for any given year after the year end. **APPENDIX N** provides details of this comparison for 2020/21. It shows that Prudential Indicators have not been exceeded during the year and there have been no breach of limits set by the Authority.

Flexible Use of Capital Receipts

1.57 For 2020/21, we made the decision not to take advantage of the flexibility to use capital receipts to fund revenue transformation projects in the year. Instead capital receipts in 2020/21 have either been used to fund new capital schemes or carried forward to fund future schemes.

Carry forward of over and underspends

1.58 The total underspend for 2020/21, excluding Schools, was £28.746m and for Schools was £13.976m. Table D, shown below, summarises the proposals for the treatment of the Council's underspend. The Council's policy as set out in its Financial Regulations is:

All under and overspends on service revenue budgets of up to 1% will be carried forward without exception. In 2020/21, this was a net underspend totalling £4.899m.

1.59 All under and overspends on the dedicated schools budget will be carried forward. In 2020/21 this net underspend totalled £13.976m, which included an underspend of £0.508m on Schools Sickness Insurance (see paragraph 1.61 (d) below).

1.60 In addition to the carry forward of up to 1% of budget under and overspends, there are a number of transfers to reserves for "business as usual" items totalling £0.237m:

- a) Civil Parking Enforcement and Permitting income is ring-fenced for spending on specific works defined by legislation. This budget underspent by £0.088m in the year.

- b) Strategic Commissioning and Procurement which provides services to partner organisations has operated at a surplus of £0.148m in 2020/21 and the net surplus will be transferred to an earmarked reserve pending future decisions about its use.
- c) Interest on Lincoln Cultural Quarter of £0.001m.

All of the transfers to reserves set out in paragraph 1.58 and in this paragraph 1.60 are for noting as being in accordance with Financial Regulations.

1.61 The amount of underspend remaining after taking account of the carry forward of 1% of service underspends and the "business as usual" transfers is £23.610m. The Council is required to consider the use of underspends above the level of 1% and outside of the "business as usual" transfers to reserves and there are four further requests for transfers to existing earmarked reserves, totalling £9.314m (£8.806m for items a to c which relate to non-Schools) and £0.508m (for item d which relates to Schools):

- a) The budget for flood and water risk management underspent by £0.045m in the year and it is proposed that this sum be added to the Flood and Water Risk Management reserve.
- b) A surplus of £0.114m was achieved in 2020/21 from the purchase by employees of additional annual leave. It is proposed that this sum is transferred to the Purchase of Employee Leave earmarked reserve. This will help to support staff wellbeing.
- c) Capital Financing Charges underspent by £8.647m in the year and it is proposed that this sum be transferred to the existing Capital Financing Charges earmarked reserve which will be used in the future to smooth out fluctuations in charges as a result of capital programme volatility.
- d) Schools Sickness Insurance Scheme had a surplus of £0.508m in the year and it is proposed that this be transferred to the Schools Sickness Insurance earmarked reserve.

1.62 It is proposed that a new earmarked reserve be created this year from a specific underspend in the revenue budget:

- a) The budget for four-yearly County Council elections has now been spread evenly over a four year budget cycle. Each year there is a revenue budget of £0.300m and in years when no elections take place and there is consequently no expenditure against the budget, the resulting underspend will be transferred to a new Elections earmarked reserve. In the years when an election takes place, the balance on the reserve will be drawn down to supplement the annual budget. It is proposed that the underspend of £0.300m is transferred to a new reserve set up for this purpose.

1.63 After the above allocations, which are in line with the Council's Financial Strategy, there is £14.504m still to be allocated.

1.64 The Financial Volatility earmarked reserve has been created from underspends in previous financial years and exists primarily to support the revenue budget in a planned way in any year where there is a budget deficit over the medium term period. During 2020/21 the sum of £12.200m was drawn down from the Financial Volatility reserve in order to create a new Support for Businesses earmarked reserve of £12.000m and to increase the sum in the Flood and Water Risk Management earmarked reserve by £0.200m. These reductions in the Financial Volatility earmarked reserve were to support particular areas of concern at the time, namely the impact of the pandemic on businesses in Lincolnshire and the need to provide further support for flood management. It is proposed that £12.200m of the 2020/21 underspend is transferred to the Financial Volatility earmarked reserve to top it up to its previous level of £52.683m.

1.65 Although the situation has improved since the end of the 2020/21 financial year, the coronavirus pandemic is not yet over. The government has announced £15.159m of emergency support to cover Covid-19 costs in 2021/22 and the extension of the sales fees and charges grant to cover loss of income due to Covid-19 for the first quarter of 2021/22. We have also carried forward £2.072m of unspent emergency grant to 2021/22. Beyond this there is no guarantee of any further government support for the impacts of the pandemic, but our costs and losses are still continuing and the easing of Covid-19 restrictions by the government will not lead to an immediate return to normality for all services. It would therefore be prudent to allocate the remaining underspend from the Council's budget to a new revenue earmarked reserve for Coronavirus Recovery and it is proposed that the sum of £2.304m be allocated in this way to a new reserve set up for this purpose.

1.66 The current balance in the Financial Volatility earmarked reserve is £40.483m before any top-up from the 2020/21 underspend. This reserve is not required to balance the budget in 2021/22, but it may be required to support the budget in the years beyond as the medium term financial plan shows budget deficits in each of the next two years. Work on updating the medium term financial plan as part of the next budget setting process is currently underway.

TABLE D – Proposals for Treatment of the Council's Underspend

TABLE 1: Proposed Use of Underspend in 2020/21	
	£m
Council Underspend for 2020/21 (excluding Schools)	28.746
<u>Service Net Underspends up to 1% Carried Forward:</u>	
- Adult Care and Community Wellbeing	2.167
- Children's Services	1.136
- Place	0.766
- Fire & Rescue and Emergency Planning	0.103
- Commercial	0.408
- Resources	0.288
- Corporate Services	0.031
	4.899
<u>Business As Usual Items, for ringfenced items (para 1.60):</u>	
- Civil Parking Enforcement & Permitting	0.088
- Strategic Commissioning & procurement surplus	0.148
- Interest Lincoln Cultural Quarter	0.001
	0.237
<u>Proposed Transfers to Existing Earmarked Reserves (para 1.61):</u>	
- Flood & Water Risk Management	0.045
- Purchase of Employee Leave	0.114
- Capital Financing Charges	8.647
	8.806
<u>Proposed Transfers to New Earmarked Reserves (para 1.62):</u>	
- Elections	0.300
	0.300
Balance Remaining for Consideration	14.504
<u>Proposals for Balance Remaining (paras 1.64 to 1.65):</u>	
- Replenish Financial Volatility Reserve	12.200
- Create new Coronavirus Recovery Reserve	2.304
	14.504

1.67 A variety of other transfers to or from other earmarked reserves reflecting actual expenditure and income in 2020/21 are shown in **TABLE F** over the page.

General Reserve

1.68 It is our policy on general reserves that these will be maintained within a range of 2.5% to 3.5% of the annual budget requirement. When setting the budget for 2020/21 we planned to increase the balance in our General Reserve by £0.150m. After considering the updated budget requirement for 2021/22 and the proposals on the carry forward of over and underspends, there is no requirement to adjust the General Reserve at this year end. The General Reserve at 31 March 2021 stands at £16.200m or 3.2% of the budget requirement (**TABLE E**).

TABLE E – General Reserves

	Balance at 31 March 2021 £000's
General Reserves	
Opening Balance 01 April 2020	-16,050
Contribution to Reserves in Year	-150
Proposed Contribution to / use of Reserves	0
Balance 31 March 2021	-16,200
Balance as a percentage of 2021/22 Net Budget	3.2%

TABLE F – Transfers to and from reserves

	Balance at 01 April 2020 £'000	Additions in Year £'000	Used in Year £'000	Balance at 31 March 2021 £'000
Balances from dedicated schools budget	14,137	670	(2,929)	11,878
Balances for schools under a scheme of delegation	10,671	15,227	(11,661)	14,237
Total Schools	24,808	15,897	(14,590)	26,115
Other Earmarked Reserves:				
Earmarked Reserves - Pre Council Confirmation	15,141	29,254	(15,141)	29,254
Insurance	5,737	1,038	0	6,775
Schools Sickness Insurance	685	0	0	685
Shared Services (Legal and Procurement)	1,823	828	(13)	2,638
Financial Volatility	52,683	0	(12,200)	40,483
CSSC Transformation Including BW Rebuild and Development	3,384	0	(636)	2,748
Energy from Waste Lifecycles	5,038	1,286	(552)	5,772
Development Fund	10,182	9,966	(5,696)	14,452
Business Rates Volatility Reserve	6,152	0	0	6,152
Support to Businesses	0	12,000	(689)	11,311
Other Service Earmarked Reserves	5,151	6,504	(1,195)	10,459
Earmarked Reserves	105,976	60,876	(36,122)	130,729
Revenue Grants and Contributions Unapplied Reserves:				
Schools	5,872	8,320	(5,758)	8,435
Childrens Services	8,465	2,581	(344)	10,702
Adult Care and Community Wellbeing	41,875	23,649	0	65,524
Place	9,816	1,628	(499)	10,945
Other Budgets	21,349	3,503	(21,152)	3,700
Corporate Services	213	0	0	213
Resources	571	42	0	613
Fire & Rescue	384	0	0	384
Revenue Grants and Contributions	88,545	39,723	(27,753)	100,516
Total	219,329	116,496	(78,465)	257,360

2. Legal Issues:

Equality Act 2010

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

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

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

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

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

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

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

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

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

These matters have been considered and there is not considered to be any direct impact of the decisions called for by this report on the Equality Act duty or any of these strategies and obligations. The Council set its budget for 2020/21 in February 2020 having had regard to these matters. The treatment of underspends and overspends in this report do not impact on that budget or any individual decisions in relation to services. Those decisions will continue to have regard to Equality Act obligations and the various strategies and obligations referred to as they are taken. This includes decisions on the use of carried forward underspends.

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 Joint Strategic Needs Analysis has been considered and there is not considered to be any direct impact of the decisions called for by this report on any of these strategies and obligations. The Council set its budget for 2020/21 in February 2020 having had regard to these matters. The treatment of underspends and overspends in this report do not impact on that budget or any individual decisions in relation to services. Those decisions will continue to have regard to the Joint Strategic Needs Analysis as they are taken. This includes decisions on the use of carried forward underspends.

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.

Section 17 of the Crime and Disorder Act 1998 has been considered and there is not considered to be any direct impact of the decisions called for by this report on the obligations arising from this Act. The Council set its budget for 2020/21 in February 2020 having had regard to these matters. The treatment of underspends and overspends in this report do not impact on that budget or any individual decisions in relation to services. Those decisions will continue to have regard to Section 17 of the Crime and Disorder Act 1998 obligations as they are taken. This includes decisions on the use of carried forward underspends.

3. Conclusion

3.1 The report provides details of the Council's financial performance for 2020/21. Net revenue spending amounted to £488.644m, excluding Schools Budgets. Net capital spending totalled £52.235m.

3.2 Existing policies require all over and underspends up to 1% on service budgets and over and underspends on capital, schools budgets and shared services to be automatically carried forward. These carry forwards and transfers to earmarked reserves have been proposed in accordance with existing policy. The treatment of all other underspends and overspends is a matter for the full Council and the Report sets out proposals for how these should be dealt with. General reserves currently stand at £16.200m with a further £40.483m in the Financial Volatility earmarked reserve.

4. Legal Comments:

Recommendation 1 is compliant with the Council's Financial Regulations.

With regard to recommendation 2, Council's Financial Regulations provide that the use of all underspending on service budgets in excess of 1% will be considered by the Executive and decided by the full Council. The means of funding all overspendings on service budgets in excess of 1% will be considered by the Executive and decided by the full Council.

Recommendations 3 and 4 enable the Executive to monitor performance against the Council's approved budget. Under Section 3 of the Local Government Act 2003 the Authority must determine and keep under review how much money it can afford to borrow. Reporting on the Prudential Indicators assists the Council in discharging this function.

The recommendations are lawful in accordance with the Constitution and the Policy Framework and within the remit of the Executive.

5. Resource Comments:

Accepting the recommendations in this report provides the Council with a sound financial base from which to manage the challenges of recovering from the Covid-19 pandemic and preparing for a change in the local government funding regime, which remains an uncertain future outcome for this Council.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

On 1 July 2021 the Overview and Scrutiny Management Board will consider this report on the Review of Financial Performance 2020/21. Comments made by the Board will be tabled at the meeting.

d) Risks and Impact Analysis

n/a

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Capital Performance Report 2020/21
Appendix B	Children's Services Financial Position 1 st April 2020 – 31 st March 2021
Appendix C	Adult Care and Community Wellbeing Financial Position 1 st April 2020 – 31 st March 2021
Appendix D	Place Financial Position 1 st April 2020 – 31 st March 2021
Appendix E	Fire and Rescue and Emergency Planning Financial Position 1 st April 2020 – 31 st March 2021
Appendix F	Resources Financial Position 1 st April 2020 – 31 st March 2021
Appendix G	Commercial Financial Position 1 st April 2020 – 31 st March 2021
Appendix H	Corporate Services Financial Position 1 st April 2020 – 31 st March 2021
Appendix I	Schools Financial Position 1 st April 2020 – 31 st March 2021
Appendix J	Other Budgets Financial Position 1 st April 2020 – 31 st March 2021
Appendix K	Narrative of Financial Impact of Covid-19 as at 31 st March 2021
Appendix L	Monitoring of Planned Savings 2020/21
Appendix M	Monitoring of Development Fund Initiatives 2020/21
Appendix N	Prudential Indicators 2020/21

8. Background Papers

Document title	Where the document can be viewed
Council Budget 2020/21	https://www.lincolnshire.gov.uk/downloads/file/4001/budget-book-2020-21

This report was written by Michelle Grady, who can be contacted on 01522 553235 or Michelle.Grady@lincolnshire.gov.uk.

Type of Scheme Project
 Directorate Children's Services
 Area Education
Scheme Name SEND Capital Funding with pupils with EHC Plans **Status of Project In progress**

Financial Information 2020/21 £m			
Gross Expenditure Budget	14.513	Net Expenditure Budget	13.741
Gross Income Budget	-0.771	Actual	13.741
Net Expenditure Budget	13.741	Forecast Over/(Underspend) February	0.000
Net Over/(Underspend)			0.000

Direction of Travel from previous forecast 

Movement of Budget in 2020/21 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2020/21	15.531	Original Gross Income Budget 2020/21	-14.446
Budget b/f from Previous Year	5.000	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.066	New Grants and Contributions	13.675
Budget Re-phased into Future Years	-6.085	Gross Expenditure Budget	14.513
Gross Expenditure Budget	14.513	Gross Income Budget	-0.771

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	86.945	Net Expenditure budget	27.246
Gross Income Budget	-59.699	Scheme Total Forecast	27.246
Net Expenditure Budget	27.246	Whole Life Variance	0.000

Direction of Travel from previous forecast 

Purpose of Scheme
Capital funding to create communities of specialist education across the county for pupils with SEND, in both special and mainstream schools, through collaboration and collective responsibility ensuring all pupils' needs can be met at their nearest schools. When fully implemented, pupils will no longer have to travel considerable distances to a school to have their needs met, nor will pupils need to be educated away from home, unless a very specific need dictates. This includes Department of Education grant funding to improve the special provision for children and young people with education, health & care (EHC) plans.

Performance of Scheme
Delivery of the project is progressing well and is currently within budget. The project is on target to complete the Boston Endeavour by August 2021 with work at Bourne Willoughby and Spilsby Eresby Schools due to be completed in October and November 2021.

Type of Scheme Block Scheme
 Directorate Place
 Area LEP
Scheme Name Lincolnshire Enterprise Partnership Contribution

Financial Information 2020/21 £m			
Gross Expenditure Budget	13.956	Net Expenditure Budget	13.956
Gross Income Budget	0.000	Actual	5.448
Net Expenditure Budget	13.956	Forecast Over/(Underspend) February	0.045
Net Over/(Underspend)			-8.508

Direction of Travel from previous forecast ↓

Movement of Budget in 2020/21 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2020/21	14.001	Original Gross Income Budget 2020/21	0.000
Budget b/f from Previous Year	-0.045	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	0.000	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000	Gross Income Budget	0.000
Gross Expenditure Budget	13.956		

Purpose of Scheme
 This Single Local Growth Fund block is administered on behalf of GLLEP to provide support for local businesses, creating and safeguarding jobs, delivering strategic infrastructure schemes, developing new homes, and investing in education through a range of local government and other partners.

Performance of Scheme
 Projects attracting GLLEP funding are progressing but have experienced some delays due to the effects of the Covid-19 pandemic. The programme is still forecast to spend to budget over its whole-life. Officers are continuing to work to ensure that the offsetting strategy, which was implemented to avoid any risk of clawback of grant by government, is implemented successfully.

Type of Scheme Project
 Directorate Place
 Area Growth

Scheme Name Holbeach Food Enterprise Zone **Status of Project** In progress

Financial Information 2020/21 £m			
Gross Expenditure Budget	5.402	Net Expenditure Budget	4.223
Gross Income Budget	<u>-1.179</u>	Actual	5.264
Net Expenditure Budget	4.223	Forecast Over/(Underspend) February	-3.038
Net Over/(Underspend)			1.040

Direction of Travel from previous forecast 

Movement of Budget in 2020/21 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2020/21	0.000	Original Gross Income Budget 2020/21	0.000
Budget b/f from Previous Year	0.000	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	5.402	New Grants and Contributions	-1.179
Budget Re-phased into Future Years	0.000	Gross Income Budget	-1.179
Gross Expenditure Budget	5.402		

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	11.003	Net Expenditure budget	6.789
Gross Income Budget	<u>-4.214</u>	Scheme Total Forecast	8.586
Net Expenditure Budget	6.789	Whole Life Variance	1.797

Direction of Travel from previous forecast 

Purpose of Scheme

To facilitate the development of purpose built employment space in order to grow the agri-food sector, with particular emphasis on small to medium sized enterprises developing cutting edge technology and techniques (agri-tech).

Performance of Scheme

The £3.4m LCC budget allocated from the New Developments Capital Contingency fund is expected to be drawn down after use of GLLEP funding. There is also a further £1.1m budget to be received from SHDC. Additional grant funding has been awarded which will cover the stated overspend but is not reported at this stage because the contract between the LEP and LCC is currently being finalised following the purchase of land (distillery farm) to facilitate phase 2 development.

Type of Scheme Project
 Directorate Place
 Area Highways

Scheme Name Lincoln Eastern Bypass

Status of Project In progress

Financial Information 2020/21 £m			
Gross Expenditure Budget	27.172	Net Expenditure Budget	27.172
Gross Income Budget	0.000	Actual	19.136
Net Expenditure Budget	27.172	Forecast Over/(Underspend) February	5.635
Net Over/(Underspend)			-8.036

Direction of Travel from previous forecast ↓

Movement of Budget in 2020/21 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2020/21	20.707	Original Gross Income Budget 2020/21	0.000
Budget b/f from Previous Year	3.936	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	2.529	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000	Gross Income Budget	0.000
Gross Expenditure Budget	27.172		

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	135.604	Net Expenditure budget	85.107
Gross Income Budget	-50.497	Scheme Total Forecast	82.486
Net Expenditure Budget	85.107	Whole Life Variance	-2.621

Direction of Travel from previous forecast ↓

Purpose of Scheme
Construction of 7.5km highway scheme to the east of Lincoln, connecting sections of the A15 to the north and south of Lincoln.

Performance of Scheme
As previously reported, the forecast costs for the Lincoln Eastern Bypass have increased as a result of a number of extreme weather events and the need to modify working practices to comply with The Health Protection (Coronavirus) Regulations 2020. The forecast expenditure is based on the contractor's forecast costs and the Council's assessment of the other costs associated with the project but contain a number of risks and uncertainties and are therefore still subject to change. Several Compensation Events (CEs) are yet to be resolved and ecological and Covid risks still remain. The proposed capital programme has been updated to reflect these pressures and fund the increased cost in 2021/22. The position in year has changed due to the short-term use of a GLLEP contribution to maximise grants over future works.

Type of Scheme Project
 Directorate Place
 Area Highways
Scheme Name Grantham Southern Relief Road Status of Project In progress

Financial Information 2020/21 £m			
Gross Expenditure Budget	27.534	Net Expenditure Budget	22.296
Gross Income Budget	<u>-5.238</u>	Actual	8.949
Net Expenditure Budget	22.296	Forecast Over/(Underspend) February	-14.245
Net Over/(Underspend)			-13.347

Direction of Travel from previous forecast 

Movement of Budget in 2020/21 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2020/21	45.855	Original Gross Income Budget 2020/21	-5.692
Budget b/f from Previous Year	-0.389	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	-0.047	New Grants and Contributions	0.454
Budget Re-phased into Future Years	-17.885	Gross Income Budget	-5.238
Gross Expenditure Budget	27.534		

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	104.227	Net Expenditure budget	80.179
Gross Income Budget	<u>-24.048</u>	Scheme Total Forecast	81.092
Net Expenditure Budget	80.179	Whole Life Variance	0.913

Direction of Travel from previous forecast 

Purpose of Scheme

The Grantham Southern Relief Road aims to improve the town's infrastructure and growth by the construction of a 3.5km relief road in three phases:
 Phase One - creation of a roundabout off the B1174.
 Phase Two - the B1174 will join the A1 trunk road.
 Phase Three - link the A52 at Somerby Hill to the new roundabout.

Performance of Scheme

Work on the Grantham Southern Relief Road has also been affected by extreme weather events, exacerbated by technical issues and ecological considerations. Operation of the site was further affected by the COVID-19 pandemic and although work has continued with appropriate social distancing measures implemented, some activity such as the diversion of high voltage power cables, that are dependent on third party agencies, have been delayed. The forecast expenditure is based on the contractor's forecast costs but contain a number of risks and uncertainties and are therefore still subject to change. Consequently, on the basis of current cost estimates, the whole-life project cost may eventually rise further than the forecasts stated above. The proposed capital programme has been updated to reflect these pressures and fund the increased cost in 2021/22. The year end financial position reflects the delay in phase 3 of the project together with the receipt of the LEP grant.

Type of Scheme Project
 Directorate Place
 Area Highways
Scheme Name A46 Welton Roundabout **Status of Project In progress**
(Integrated Transport/NPIF)

Financial Information 2020/21 £m			
Gross Expenditure Budget	5.810	Net Expenditure Budget	5.810
Gross Income Budget	<u>0.000</u>	Actual	3.319
Net Expenditure Budget	5.810	Forecast Over/(Underspend) February	0.953
Net Over/(Underspend)			-2.490

Direction of Travel from previous forecast ↓

Movement of Budget in 2020/21 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2020/21	1.304	Original Gross Income Budget 2020/21	0.000
Budget b/f from Previous Year	1.800	Grants & Contributions Previous Years	-0.800
Budget Allocated from Other Schemes	2.705	New Grants and Contributions	0.800
Budget Re-phased into Future Years	0.000	Gross Income Budget	0.000
Gross Expenditure Budget	5.810		

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	6.833	Net Expenditure budget	4.833
Gross Income Budget	<u>-2.000</u>	Scheme Total Forecast	4.728
Net Expenditure Budget	4.833	Whole Life Variance	-0.105

Direction of Travel from previous forecast ↓

Purpose of Scheme
 Construction of a new roundabout on the A46 with the junction to the village of Welton to increase safety and the flow of traffic.

Performance of Scheme
 The project started on site on 20 July 2020 and is funded by a National Productivity Investment Fund (NPIF) grant (£2m), forward funding of developer contributions from LCC (£1.1m), an allocation from the Coastal Highways budget (£0.750m) and up to £2.7m from Integrated Transport Block. The project is currently forecast to be within budget when final accounts are settled and all funding is secured.

Type of Scheme Block Scheme
 Directorate Place
 Area Highways
Scheme Name Holdingham Roundabout (Sleaford Growth Schemes)

Financial Information 2020/21 £m			
Gross Expenditure Budget	3.562	Net Expenditure Budget	3.437
Gross Income Budget	-0.125	Actual	0.566
Net Expenditure Budget	3.437	Forecast Over/(Underspend) February	-0.338
Net Over/(Underspend)			-2.871

Direction of Travel from previous forecast 

Movement of Budget in 2020/21 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2020/21	3.615	Original Gross Income Budget 2020/21	-1.500
Budget b/f from Previous Year	0.258	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	1.527	New Grants and Contributions	1.375
Budget Re-phased into Future Years	-1.838		
Gross Expenditure Budget	3.562	Gross Income Budget	-0.125

Purpose of Scheme
 Road improvement to manage the traffic flows around Sleaford.

Performance of Scheme
 Following a delay caused by the pandemic, work commenced in February 2021 resulting in an under spend for the year which will now be carried forward to next year. The full scheme is currently expected to be delivered within budget.

Type of Scheme Project

Directorate Place

Area Highways

**Scheme Name A52 Skegness Roman Bank
Reconstruction**

Status of Project

In progress

Financial Information 2020/21 £m			
Gross Expenditure Budget	3.083	Net Expenditure Budget	3.083
Gross Income Budget	0.000	Actual	1.867
Net Expenditure Budget	3.083	Forecast Over/(Underspend) February	2.393
		Net Over/(Underspend)	-1.216

Direction of Travel from previous forecast



Movement of Budget in 2020/21 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2020/21	0.000	Original Gross Income Budget 2020/21	0.000
Budget b/f from Previous Year	0.000	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	3.083	New Grants and Contributions	0.000
Budget Re-phased into Future Years	0.000		
Gross Expenditure Budget	3.083	Gross Income Budget	0.000

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	5.265	Net Expenditure budget	1.616
Gross Income Budget	-3.649	Scheme Total Forecast	1.600
Net Expenditure Budget	1.616	Whole Life Variance	-0.016

Direction of Travel from previous forecast



Purpose of Scheme
To fully reconstruct a total of 550m of the A52 Roman Bank in Skegness.

Performance of Scheme
Phase 4 (out of 6) is due to be completed in May to temporarily open the road back up to vehicular traffic for the Summer period. This project is funded by a Department for Transport Highways Maintenance Challenge Fund grant (£3.649m) and up to £1.200m from the Local Highways Improvements (Pinchpoints) to support Coastal Route Programme. Delays have been experienced in the diversion of utilities but current forecasts for the scheme show it to be within budget over the full life of the project.

Type of Scheme Block Scheme
 Directorate Place
 Area Highways
Scheme Name Highways Asset Protection

Financial Information 2020/21 £m			
Gross Expenditure Budget	44.803	Net Expenditure Budget	-11.075
Gross Income Budget	<u>-55.879</u>	Actual	-14.875
Net Expenditure Budget	-11.075	Forecast Over/(Underspend) February	-3.175
Net Over/(Underspend)			-3.799

Direction of Travel from previous forecast ↓

Movement of Budget in 2020/21 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2020/21	24.955	Original Gross Income Budget 2020/21	-24.955
Budget b/f from Previous Year	-11.876	Grants & Contributions Previous Years	0.599
Budget Allocated from Other Schemes	31.724	New Grants and Contributions	-31.522
Budget Re-phased into Future Years	0.000		
Gross Expenditure Budget	44.803	Gross Income Budget	-55.879

Purpose of Scheme
 This block includes spending on surface treatment, potholes, structures, traffic signals, street lighting and a variety of minor works to maintain highway assets and is predominantly funded by a Department of Transport (DfT) annual grant.

Performance of Scheme
 Spend on the grant has been fully committed including the over allocation brought forward from the previous year. Programme allocations for this year show that some of the grant will need to be carried forward to meet planned projects for resurfacing and structures that have been delayed, hence the apparent in-year underspend, which is now programmed to be spent in 2021/22.

Type of Scheme Project
 Directorate Commercial
 Area Information Management Technology
Scheme Name Broadband

Status of Project In progress

Financial Information 2020/21 £m			
Gross Expenditure Budget	6.506	Net Expenditure Budget	0.640
Gross Income Budget	<u>-5.866</u>	Actual	-4.870
Net Expenditure Budget	0.640	Forecast Over/(Underspend) February	-4.672
Net Over/(Underspend)			-5.510

Direction of Travel from previous forecast ↓

Movement of Budget in 2020/21 £m			
Gross Expenditure		Gross Income	
Original Gross Expend. Budget 2020/21	2.500	Original Gross Income Budget 2020/21	0.000
Budget b/f from Previous Year	1.187	Grants & Contributions Previous Years	0.000
Budget Allocated from Other Schemes	5.866	New Grants and Contributions	-5.866
Budget Re-phased into Future Years	-3.047		
Gross Expenditure Budget	6.506	Gross Income Budget	-5.866

Whole Lifetime Financial Information £m			
Gross Expenditure Budget	46.348	Net Expenditure budget	13.042
Gross Income Budget	<u>-33.306</u>	Scheme Total Forecast	13.042
Net Expenditure Budget	13.042	Whole Life Variance	0.000

Direction of Travel from previous forecast ⇒

Purpose of Scheme
 To improve access to Broadband across Lincolnshire.

Performance of Scheme
 The original budget for 20/21 was £2.500m. This was increased by £1.187m due to underspend caused by the contractor being in contractual non compliance.
 Performance measures regarding connectivity rates have exceeded target resulting in significantly better contractual rebate (£5.866m), creating the current year underspend of £5.510m.
 This will be utilised to fund contractual obligations during the remainder of the current contract which runs to 31st March 2022.
 The remaining underspend will be rephased into future years to support the new contract.

Children's Services

Financial Position 1st April 2020 – 31st March
2021

Revenue Budget Monitoring Report - Children's Services

This report details the key changes in position and/or risk faced within Children's Services. The key to the report is shown below.

Movement Key:	
	Moving towards budget
	Stable
	Moving away from budget

Forecast Key:	
	Underspends within 1% of budget
	Underspends >1%<2% of budget Overspends up to 2%
	Under / Over spends >2% of budget

Directorate Summary	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecasted Over/(Underspend) £m	
Children's Services	123.317	122.181	(1.136)	(1.643)	

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Children's Social Care	79.870	78.414	(1.456)	(1.708)	

The financial position is driven by :-

- There has been an increase in the number of children in care that the Local Authority was the corporate parent for in 2020/21. The children in care numbers at the end of March 2021 were 682 compared to 628 at March 2020. This has resulted in a requirement for more children in care requiring specialist placements leading to a £2.130m (or 22.6%) overspend. Expenditure on specialist children in care placements in 2020/21 (excluding costs funded by the Covid-19 general grant) was £7.562m compared with £7.044m in 2019/20. There has been a shift of placement composition from internal foster carer arrangements to more specialist external placements, and the shielding of foster carers has also contributed towards this. A transformational focus is taking place within the area of children in care to ensure the right care support is provided to children, young people and families. Underspends on fostering allowance, staying put arrangements, fostering staffing and adoptions, has resulted in a £1.217m (or 8%) underspend within Fostering and Adoption.
- Social care legal costs have continued to increase due to the complexity of cases, the need for expert opinions and the use of counsel. The outturn position shows a £0.641m (or 21.7%) overspend with 54.4% of the £3.597m spend being attributable to disbursement fees.
- 0-19 Health Services underspent by £0.843m (or 8.7%) which partly relates to the government's transitional arrangements continuing in 2020/21 to meet the increase to the employer contribution rate for the NHS Pension Scheme (£0.384m). Although a recruitment drive has been a success of late, Health Visitor vacancies continue causing the remainder of the underspend for this county-wide workforce.
- The apportionment of costs to other funding sources due to the under-delivery of commissioned services (£1.330m).
- Other variances have also taken place across the area of children's social care: Residential Homes (£0.235m overspend), Youth Housing Contract delay in implementation (£0.336m underspend); social care retention and recruitment costs (£0.296m underspend); Leaving Care Activities (£0.263m underspend) and Youth Development (£0.247m underspend).

The movement in position relates to :-

- A transfer to the Children's Public Health reserve (£1.172m), which is as a result of Healthy Minds costs being met by the Outbreak Management grant in 2020/21.
- An increase in the underspend relating to fostering and adoption areas due to the pandemic (£0.769m) and a small reduction in external specialist children in care placements compared to commitments in January.

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m
Children's Education	43.447	43.767	0.320	0.065

The financial position is driven by :-

- The main area of overspend relates to Home to School and College transport (£1.779m or 5.9%). There were 191 transport days in the financial year (one additional day than budgeted). The impact on the Home to School and College transport service delivery has been variable throughout the financial year with lockdowns reducing the daily cost with critical workers and vulnerable children and young people only attending school.

The period April 2020 to August 2020 identified an underspend of £1.370m against the profiled budget since the majority of pupils were not in school during the summer term. The Council agreed to provide financial support to school transport providers for suspended services (below 100% contracted amount) in accordance with Procurement Policy Note (PPN) issued by the Cabinet Office to ensure service continuity. This resulted in a revised cost per day of c.£0.123m. The cost avoidance was £0.033m per day based on the academic year cost or the physical cost reduction compared to the budget c.£0.021m per day.

The period September 2020 to March 2021 identified an overspend of £2.435m and is mainly attributable to the higher cost per day transport delivery costs (c.£0.163m versus the budgeted cost per day of c.£0.144m). This is due to higher unit costs for contracted mainstream pupils transport; an increase in the number of pupils eligible with special educational needs and disability; an increase in special schools transport costs, and the cost of delivering one additional transport day more than budgeted. This is despite certain costs being eligible to claim from the Covid-19 grants. All other transport agreements have been built into final position. A re-base in the transport budget has taken place for 2021/22 to reflect the higher cost per day being incurred.

- Special Educational Needs and Disabilities is underspent by £0.975m (12.3%). Areas of variances to note within Children with Disabilities are underspendings in the areas of Domiciliary Care (£0.185m), Direct Payments and Section 17 (£0.164m), specialist equipment (£0.145m), and staffing (£0.194m) – this is in part relating to activity levels, and families not requiring assistance during lockdown. In addition there has been an apportionment of costs to other funding sources due to the under delivery of commissioned services (£0.125m) caused by the pandemic. The Educational Psychology budget continues to underspend (£0.269m) largely as a result of the reduction in the number of Education, Health and Care (EHC) Needs Assessments during the Covid-19 lockdown period and the delay in progressing a new Psychology contract.
- The direct support from schools improvement advisors relating to outbreak management (£0.231m) has been met through the identified grant for 2020/21 creating an underspend.
- Other smaller variances have also taken place across the area of Education Support Services mainly from reduced legal costs due to the impact of the pandemic (£0.080m); School Improvement services (£0.120m underspend) due to a reduction in costs as face to face briefings have been replaced by briefings on-line, along with other smaller variances.

The movement in position relates to :-

- An increase in costs within the agreed budget for Special Educational Needs and Disabilities due to an increase in activity and other costs in the final quarter of the year (£0.284m).

Adult Care and Community Wellbeing

Financial Position 1st April – 31st
March 2021

Revenue Budget Monitoring Report - Adult Care & Community Wellbeing

This report details the key changes in position and/or risk faced within Adult Care and Community wellbeing. The key to the report is shown below.

Movement Key:	
	Moving towards budget
	Stable
	Moving away from budget

Forecast Key:	
	Underspends within 1% of budget
	Underspends >1%<2% of budget Overspends up to 2%
	Under / Over spends >2% of budget

Directorate Summary	Current Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Over/(Underspend) £m	
Adult Care and Community Wellbeing	143.866	134.945	(8.921)	(7.597)	

Service Area	Current Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Over/(Underspend) £m	
Adult Frailty & Long Term Conditions (AF<C)	122.850	118.948	(3.902)	(3.634)	

The financial position is driven by :-

- AF & LTC has prioritised and redeployed members of its workforce to respond to the unprecedented impact of the Covid-19 pandemic. In addition, payments have been made to adult social care providers based upon activity levels prior to the pandemic. This was to provide financial sustainability throughout the pandemic as occupancy levels in residential care dropped. £4.661m of Covid-19 costs have been supported through Covid-19 grant monies.
- AF & LTC forecast an equivalent to 24wte (6%) vacancies and built a vacancy factor into the 2020-21 budget. Coupled with the challenges of recruitment as a result of Covid19, £0.966m underspend was generated as a result of vacancies. Following successful recruitment over recent months, this level of underspend is not forecast to continue.
- At the start of the financial year, the Direct Payment (DP) audit team had 371 DP service users to review. The 371 audits are complete and recouped £0.805m more income than planned.
- A debt review programme commenced in 2020-21 which focusses on the age of debt held by ACCW. The programme has identified alternative ways of working which will deliver a more efficient debt recovery process as we move to a gross payment basis. The debt provision on the balance sheet has also been updated to reflect the findings of the review.

The movement in position relates to :-

- AF<C has seen a slight movement in forecast across its volume based services however not to a degree to materially impact the outturn position.

Service Area	Current Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Over/(Underspend) £m	
Adult Specialities	81.148	79.374	(1.775)	(1.257)	

The financial position is driven by:-

- Financial support was paid to providers, day services and community supported living providers in particular. This was to provide financial sustainability throughout the pandemic as services were unable to open or operate at full capacity due to Covid-19 restrictions. £1.094m of Covid-19 costs have been supported through Covid-19 grant monies.
- The conclusion of a long running ordinary residence case which concluded Lincolnshire County Council was not the responsible authority. This outcome released a £0.750m provision.
- 2020-21 saw the transfer of financial monitoring for mental health packages of care from LPFT to LCC. Increasing demand was indicating a financial pressure for 2020-21. An improvement programme across organisations, overseen by the Assistant Director Specialist Adult Services and Safeguarding was established and included a revised process for the agreement of packages of care by service user. With this in place, some underspend on staffing budgets and additional income received from the Department of Health & Social Care, mental health care delivered within financial allocation but with some budget pressures for 2021-22 driven predominately by discharges from NHS Mental Health Inpatient Care.

The movement in position relates to :-

- Delivery of mental health care within the financial allocation.

Service Area	Current Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Over/(Underspend) £m	
Public Health and Community Wellbeing	23.783	20.188	(3.595)	(2.706)	

The financial position is driven by ;-

- Public Health and Wellbeing has tailored its financial resources to meet the needs of the population across Lincolnshire as the pandemic has evolved. Public Health and Wellbeing has prioritised and redeployed members of its workforce and commissioned services to respond to the unprecedented impact of the Covid-19 pandemic. £3.280m of Covid-19 costs across wellbeing services have been supported through Covid-19 Outbreak management grant monies received from the government. Maximising the Covid-19 grants resulted in a £7.106 underspend across those services funded by the Public Health Grant. This underspend has been carried forward as per the conditions of the grant in the dedicated Public Health Grant Reserve.
- There were plans to pilot improvement initiatives during 2020-21 however due to all staff needing to support the response to the pandemic; these have been delayed until 2021-22.

The movement in position relates to :-

- Further Covid-19 grant funding received during quarter 4.

Service Area	Current Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Over/(Underspend) £m	
Public Health Grant Income	(33.546)	(33.546)	0.000	0.000	
<p>The 2020-21 Public Health Grant allocation for Lincolnshire is confirmed as £33.546m. This announcement is £1.205m higher than included in the 2020-21 budget. The grant has been allocated in accordance with the plan contained in the quarter 1 report.</p>					

Service Area	Current Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Over/(Underspend) £m	
Better Care Funding	(50.368)	(50.363)	0.005	0.000	
<p>The BCF/iBCF structure has rolled over into 2020-21. The increase in budget and spend reflects the winter funding becoming part of the BCF/iBCF baseline allocation and supporting the winter plan.</p>					

Place

Financial Position 1st April 2020 – 31st March
2021

Revenue Budget Monitoring Report - Place

This report details the key changes in position and/or risk faced within Place. The key to the report is shown below.

Movement Key:	
	Moving towards budget
	Stable
	Moving away from budget

Forecast Key:	
	Underspends within 1% of budget
	Underspends >1%<2% of budget Overspends up to 2%
	Under / Over spends >2% of budget

Directorate Summary	Revised Budget £m	Actual Outturn £m	Actual Outturn Over/(Underspend) £m	Previous Forecasted Over/(Underspend) £m	
Place	76.587	75.322	(1.265)	0.715	

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Communities	47.278	46.032	(1.246)	1.017	

The financial position is driven by :-

- As forecast, reduced contract payments to bus operators on suspended or reduced bus services and reduced levels of reimbursement for concessionary travel caused by the downturn in service provision and patronage resulting from the pandemic, created an underspend in Transport which was slightly higher than forecast at £1.033m. However, it is recognised that this is both a temporary and artificial representation of the service budget. This fragile market is currently being supported by Covid-19 Bus Service Support Grant which is due to end in August 2021, at which time budgets will come under renewed pressure in order to maintain the bus network at present levels.
- When the award of the re-procured Mixed Dry Recycling (MDR) contract was approved in the early part of the year it was estimated that the cost would exceed the year's budget by £1.110m. The cost of processing this waste is however subject to significant fluctuation due to the mix of recyclable material being collected, the level of contamination and the price paid for processing varying with the market values for recyclables. Following careful management and prudent forecasting, this planned overspend continued to improve through to the year-end. The overall overspend for the Waste service was also reduced by the identification of further costs relating to volumes attributable to Covid pressures, particularly the displacement of waste from business waste streams (processed by commercial operators) to domestic streams (processed by LCC) due to new ways of working prompted by the pandemic and therefore funded through the Covid grant. This resulted in a better than forecast overspend of £0.605m. As previously reported the on-going pressure relating to MDR processing was addressed as part of the 2021/22 budget setting process.
- The significant disruption to Heritage and Culture services caused by the pandemic and the consequential loss of income has been fully funded by Covid grant. This is an improvement on the forecast position which had assumed some losses would not be recoverable. The resultant re-setting of the public offer, coupled with savings on staffing costs, provided a surplus for the year of £0.698m.
- The Head of Planning has managed to contain the anticipated shortfall in planning fee income of £0.134m to less than £0.070m. This is due to additional income received within the Historic Environment budget area.
- Environment ended the year with an under spend of £0.070m but £0.045m of this is to be transferred to the floods reserve for planned work, leaving the final position broadly on budget.

- Savings in staffing costs across the Communities services contributed a further underspend of £0.119m.

The movement in position relates to :-

- A full grant settlement of Covid costs and reduced income.
- An improvement in the cost variance for the MDR contract.
- Safeguarding of the savings on staffing and associated costs.

Key Financial Risks to Delivery and Mitigating Actions

Higher contract costs than planned

Waste is a demand driven service and as such is exposed to the risk of increased cost due to activity levels being higher than planned. This risk is exacerbated by the fluctuating market prices for recyclable materials causing variation in the cost of processing.

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Lincolnshire Local Enterprise Partnership	0.343	0.263	(0.081)	0.007	

The financial position is driven by :-

- Due to a substantial part of the team focussing on Covid response and recovery, planned LEP activity such as LEP Conferences, Skills Conference and a freeze in recruitment led to an underspend of £0.081m in the LCC budget for the LEP in the final quarter.

The movement in position relates to :-

- LEP activity changing its focus to Covid-19 during 2021/22.

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Growth	5.067	5.013	(0.054)	0.058	

The financial position is driven by :-

- Operational priorities changed to addressing the Covid-19 business and economy response, supported by Covid grant funding, resulted in a £0.084m underspend.
- The identified Covid risk on the rental income for business units and a higher level of project costs caused an overspend in Economic Infrastructure of £0.261m. This was managed from an underspend on Infrastructure Investment (£0.229m) arising from delays in expenditure coming through for the activity commissioned to support development of the Local Transport Plan. This project is anticipated to cost at least £0.150m and is now planned to complete in 2021/22 and will therefore cause pressure in the 2021/22 budget.

The movement in position relates to :-

- A full grant settlement of Covid costs.
- Delay in the spend on the Local Transport Plan project.

Key Financial Risks to Delivery and Mitigating Actions

<i>Business unit income</i>	This income continues to be raised as a risk as the economic impact of the pandemic and delays in payment need to be assessed in 2021/22.
<i>Transport Strategy Project</i>	As activity on the Local Transport Plan project will now span the financial year-end, it is likely to cause budgetary pressure in 2021/22 in the absence of any carry-forward.

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Highways	23.898	24.014	0.116	(0.368)	

The financial position is driven by :-

- The key budget pressure of £0.649m related to winter maintenance. This overspend, included within the above total, was forecast based on the prevailing conditions during the year but with the expectation that it would be necessary to call upon the corporate funding available for this purpose. However, as it has been possible to manage the pressure for this year within the overall directorate spend this has not been necessary, hence the difference between forecast and actual outturn. The risk for future years as detailed below remains.
- The full recovery of Covid related contract costs and the loss of fees within the Traffic Service helped to manage any additional budget pressures.
- The business as usual underspends on Civil Parking and Permitting of £0.088m will be transferred to reserves as part of the year-end closure of accounts.
- Savings on staff vacancies have been secured within individual service areas, further managing budget pressures.

The movement in position relates to :-

- The budget pressure for winter maintenance being accommodated within the overall budget.

Key Financial Risks to Delivery and Mitigating Actions

<i>Winter Maintenance</i>	Winter Maintenance costs are driven by weather conditions and as such are affected by factors outside the control of the service. The budget is based on providing coverage for an assumed "average winter" consisting of 85 gritting runs. Periods of severe winter weather or extreme weather events are likely to require additional funding, which would necessitate a call on contingency funds / reserves.
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Fire and Rescue and Emergency Planning

Financial Position 1st April 2020 – 31st
March 2021

Revenue - Fire and Rescue & Emergency Planning

This report details the key changes in position and/or risk faced within Fire and Rescue & Public Protection. The key to the report is shown below.

Movement Key:	
	Moving towards budget
	Stable
	Moving away from budget

Forecast Key:	
	Underspends within 1% of budget
	Underspends >1%<2% of budget Overspends up to 2%
	Under / Over spends >2% of budget

Directorate Summary	Revised Budget £m	Actual Outturn £m	Actual Outturn Over/(Underspend) £m	Previous Forecasted Over/(Underspend) £m	
Fire and Rescue and Emergency Planning	23.079	22.976	(0.103)	0	

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Fire and Rescue and Emergency Planning	23.079	22.976	(0.103)	0	

Following a review of the Council's structure, Public Protection is now part of the Resources Directorate.

The financial position for the service is driven by :-

- Grant funding income being made available at year end to support activities to administer LFR pension position in relation to the Sargent/McCloud court ruling. (£0.050m)
- The reduction on planned activities within station based and training centre based training due to COVID restrictions (£0.053m).

The movement in position relates to :-

- Pension grant funding and reduced training as highlighted above.

Resources

Financial Position 1st April 2020 – 31st March
2021

Revenue Budget Monitoring Report - Resources

This report details the key changes in position and/or risk faced within Resources. The key to the report is shown below.

Movement Key:	
	Moving towards budget
	Stable
	Moving away from budget

Forecast Key:	
	Underspends within 1% of budget
	Underspends >1%<2% of budget Overspends up to 2%
	Under / Over spends >2% of budget

Directorate Summary	Revised Budget £m	Actual Outturn £m	Actual Outturn Over/(Underspend) £m	Previous Forecasted Over/(Underspend) £m	
Resources	28.126	27.013	(1.113)	(0.766)	

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Legal and Governance Services	2.488	1.900	(0.588)	(0.543)	

The financial position is driven by :-

- Budget allocated for council elections (£0.300m) not being required in this financial year. As part of budget setting for 2020/21 a rolling £0.300m base budget was created in order to smooth the medium term financial planning of the council.

It is intended to transfer this underspend to a specific election reserve which will then be available to fund periodic elections when they occur.

- Savings due to a councillor vacancy, by-election contingency (as no elections could be held before May 2021) and Members' training and travel expenses gave an underspend of £0.178m.
- Covid related delays in the records management project compared to planned target activity. (£0.034m).
- The remaining underspend is due to planned vacancies within Information Assurance that have been appointed to in recent months (£0.076m).

The movement in position relates to :-

- The actual underspend is broadly in line with the Quarter 3 forecast with just small movements in the savings from the records management project and staff vacancies.

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Human Resources and Organisational Support	14.603	13.856	(0.746)	(0.598)	↓

The financial position is driven by :-

- Staff vacancies in the earlier part of the year when the service's priority was focused on supporting key services in their Covid response but which have subsequently been recruited to and savings in printing and postage created an underspend of £0.281m.
- A significant amount of Business Support resource has been utilised to cover Covid related activities with over 40 additional support requests since March 2020. The recharge for this, which is funded by Covid grant, is £0.232m.
- The development of income generating services to schools within Human Resources which has enabled the service to mitigate costs associated with one-off corporate initiatives. This has resulted in an underspend of £0.124m.
- The shortfall in take up of the purchase of annual leave has been funded by Covid grant creating an underspend of £0.112m.

It is proposed that this is added to the existing reserve in order to fund future employee initiatives.

The movement in position relates to :-

- The funding of the shortfall in take up of the purchase of annual leave scheme via Covid grant (£0.112m).

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Financial Services	6.836	6.800	(0.036)	0.177	↑

The financial position is driven by :-

- An overspend had been forecast in the budget for outsourced general finance and adult care finance transactional processing this year due to higher than budgeted contract indexation and increased volumes.

However, the total overspend for the year of £0.095m, was less than forecast at quarter 3 because the actual volumes for the final quarter were lower than those assumed in the forecast. This was particularly significant for income processing, where a reduction in volumes of between 20% and 30% was experienced in the final quarter.
- The level of income from schools has increased resulting in a budgetary surplus of £0.049m due to a combination of more schools purchasing the finance service along with the selection of higher service options being taken up.
- Some minor restructuring took place within year. There have also been some short term vacancies due to turnover of staff.

The recruitment of temporary agency staff which was expected to be undertaken in the latter part of the year to support the current high workloads had to be deferred due to the shortage of ICT equipment.

The overall effect was an underspend on staffing of £0.106m.

- Long term absences across Corporate Audit & Risk Management (CARM) – alongside Covid delays – impacting on reduced income from schools / academies.

The movement in position relates to :-

- The anticipated use of temporary staff in Q4 being delayed due to global procurement issues for ICT equipment.
- Volumes on outsourced contracts continuing to fall throughout Q3 and Q4 resulting in a reduction of £0.080m in cost compared to that reported at Q3.

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m
Public Protection	4.199	4.457	0.257	0.198

Explanations for the main variances are set out below:-

The overspend for the Coroners service is made up of a number of elements:

- A budget shortfall of £0.215m consists of £0.100m of prior year savings that are not yet achievable, with the service supported in 2019/20 by an allocation of legal surplus and underspends from within Fire & Public Protection.
- There is also an additional £0.115m budget shortfall relating to the cost of contracted mortuary and post-mortem services for Lincolnshire.
- A further pressure of £0.232m arose from price increases following the direct award of a one year contract for mortuary and post-mortem services as the market is not yet in a position to tender for longer term contracts which are now planned for September 2021.

Funding has been provided to address these shortfalls through increased budget for 2021/22 as part of the ongoing service review.

- This was offset by vacancies within the service which have now been filled (£0.146m).

Safer Communities underspent by £0.044m, made up of two key variances:

- Trading Standards has seen a significant reduction in expenditure this year due to the effect COVID has had on the Courts with very few hearings or trials having taken place.
- This was offset by savings from in year staff vacancies and reduced travel.

The movement in position relates to :-

- Variations from Q3 on expenditure and income funded by Covid grant.

Commercial

Financial Position 1st April 2020 – 31st March
2021

Revenue Budget Monitoring Report - Commercial

This report details the key changes in position and/or risk faced within Commercial. The key to the report is shown below.

Movement Key:	
	Moving towards budget
	Stable
	Moving away from budget

Forecast Key:	
	Underspends within 1% of budget
	Underspends >1%<2% of budget Overspends up to 2%
	Under / Over spends >2% of budget

Directorate Summary	Revised Budget £m	Actual Outturn £m	Actual Outturn Over/(Underspend) £m	Previous Forecasted Over/(Underspend) £m	
Commercial	41.219	38.568	(2.651)	(1.309)	

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Property	10.147	9.182	(0.964)	(0.532)	

The financial position is driven by :-

- Utility costs across the wider estate presented a lower spend than forecast in the final (winter) quarter of the financial year. (£0.196m).
- Reduced costs for facilities management and reactive maintenance provided an underspend of £0.285m.
- Additional rental and service charge income from Keily House, Louth and backdated rent for Lime House, Horncastle. (£0.120m).
- Increased rental income and the reduction of rents payable for the County Farms estate coupled with reduced maintenance expenditure due to access restrictions resulted in an underspend of £0.267m.

The potential impact on future years of the reduced maintenance in 2020/21 will be considered as part of 2022/23 budget setting.

- As a result of Covid-19 and at the request of a provider, services were suspended and rents not charged on Chance to Share schemes, resulting in expenditure being reduced by £0.096m.
- Reduced expenditure in general staffing costs such as training and car allowances and general office expenses.(£0.085m).
- In response to Modern Day Slavery legislation, improved warden provision on Travellers sites managed through the Property Services contract increased expenditure by £0.081m.

The movement in position relates to :-

- Lower spend on accommodation costs due to continuing covid related closures and restrictions.

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Commercial	9.034	7.529	(1.505)	(0.916)	↓

The financial position is driven by :-

- The Customer Service Centre underspend of £0.756m was in line with forecast. Covid funding of £0.407m reflects the displacement of business as usual activity into Covid related call handling.
- A number of vacancies in the Commercial Team which have now been recruited to, payment for a secondment and Covid related reductions in staff costs in particular travel expenses created an underspend a little higher than forecast at £0.225m.
- Additional, and not previously forecast, funding for staff costs from the Contained Outbreak Management Fund (COMF covid) grant of £0.354m resulted in a further underspend.
- Additional revenue split 50/50 between rebate income from the Refuse Collection Vehicles framework and additional work from ELDC amounting to £0.139m.

This underspend will be transferred to the procurement shared service reserve.

The movement in position relates to :-

- The service received income from the Contained Outbreak Management Fund (COMF covid) grant of £0.354m. This was previously expected to be funded within service budgets but was reviewed in Q4 in line with overall Council grant funding.
- Delays in being able to recruit to vacant positions and the late delivery of income (£0.235m).

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Transformation	7.332	6.942	(0.390)	0.301	↓

The financial position is driven by :-

- Underspends across Performance, Transformation and Systems team on staffing costs whether direct or via business support with the Transformation Fund covering core staffing budget shortfalls within the systems team as part of the Business World re-design project.
- The Performance team generating greater levels of income from schools than expected in the previous forecast.

Going forward it will be essential to keep the core staffing as close to its full complement as possible in order to achieve the set objectives.

The movement in position relates to :-

- The majority of this variance is in relation to identification of costs that were agreed to be funded by the Covid grant.

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Information Management Technology	14.706	14.914	0.208	(0.162)	↑

The financial position is driven by :-

- As previously forecast, the need to continue to preserve access to data held in the legacy SAP system resulted in higher than budgeted access costs being incurred as work continues to migrate this data to a longer-term solution (£0.350m).
- The revised contract pricing model for the outsourced support contract and other third party arrangements resulted in increased costs (£0.366m).
- Additional costs for data storage and enhanced telephony support to improve service quality resulted in additional cost (£0.497m).
- There were underspends in the revenue project budget of £0.079m due to the Covid pandemic presenting resourcing issues, therefore projects were delayed.
- IMT recouped £0.401m from the sale of IT equipment in line with the outsourced contract arrangement following the recent refresh programme, of which £0.142m related to sales during the previous financial year.
- A further £0.058m was recouped for overpayment of contracts spanning financial years 2020 and 2021.
- Deferred recruitment to vacancies, reduced training activity during the pandemic and a re-evaluation of Mosaic costs allowed the service to offset the cost pressures on contractors, IMP & telephony by (£0.461m).

The movement in position relates to :-

- The year-end position is broadly in line with the Q3 forecast.

Corporate Services

Financial Position 1st April 2020 – 31st March
2021

Revenue Budget Monitoring Report - Corporate Services

This report details the key changes in position and/or risk faced within Corporate Services. The key to the report is shown below.

Movement Key:	
	Moving towards budget
	Stable
	Moving away from budget

Forecast Key:	
	Underspends within 1% of budget
	Underspends >1%<2% of budget Overspends up to 2%
	Under / Over spends >2% of budget

Directorate Summary	Revised Budget £m	Actual Outturn £m	Actual Outturn Over/(Underspend) £m	Previous Forecasted Over/(Underspend) £m	
Corporate Services	3.100	2.779	(0.321)	(0.324)	

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Corporate Services	3.100	2.779	(0.321)	(0.324)	

The financial position is driven by :-

- The majority of this underspend relates to reduced direct and indirect staffing expenditure as a result of vacancies not being recruited to, compounded by delays in being able to progress recruitment and restructure consultation exercises, resulting from the impact of Covid19. (£0.268m).
- A further £0.053m underspend arises in Corporate Communications activities due to the cancellation of events as a result of the pandemic.

The movement in position relates to :-

- The budgetary position is broadly in line with Q3 reporting so there is no additional movement to report.

Key Financial Risks to Delivery and Mitigating Actions

No specific risks to identify.

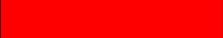
Schools

Financial Position 1st April 2020 – 31st March
2021

Revenue Budget Monitoring Report - Schools

This report details the key changes in position and/or risk faced within Schools. The key to the report is shown below.

Movement Key:	
	Moving towards budget
	Stable
	Moving away from budget

Forecast Key:	
	Underspends within 1% of budget
	Underspends >1%<2% of budget Overspends up to 2%
	Under / Over spends >2% of budget

Directorate Summary	Revised Budget £m	Actual Outturn £m	Actual Outturn Over/(Underspend) £m	Previous Forecasted Over/(Underspend) £m	
Schools	8.252	(5.724)	(13.976)	4.073	

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Schools Block	143.575	129.567	(14.008)	(0.219)	

The financial position is driven by :-

- School's delegated budgets for maintained primary and secondary schools have underspent by £13.612m (or 9.7%) at the end of March 2021. This monetary sum represents 170 Lincolnshire mainstream maintained school. A schools carry forward policy is in place and monitored by Local Authority officers. This includes the brought forward balances from prior years and the 2020/21 financial performance. School delegated budget underspends are automatically transferred to the schools reserves for use in 2021/22.
- De-delegated budgets are funds that are passed back from primary maintained schools delegated budgets to the Local Authority and used to fund the following services: supporting schools in financial difficulties with school intervention and improvement, Interim Heads support and support for termination of employment costs, and the Inclusion and Attendance Service. These services underspent by £0.289m (or 28.8%) and will be moved to the earmarked reserve for 2021/22.
- The financial position on the Schools block considered in the context of the Dedicated Schools Grants overall financial position is an underspend of £0.107m. The underspend relates to the pupil growth funding allocations in accordance with the policy for planned school reorganisations to provide sufficient school places for Lincolnshire pupils.

The movement in position relates to :-

- Schools delegated budgets are considered spent from a Dedicated Schools Grant perspective and schools have the right to automatically carry forward balances for use in 2021/22.
- The de-delegated budgets are moved to the specific reserve for use in 2021/22 in supporting primary maintained schools.

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
High Needs Block	77.679	78.583	0.904	4.509	

The financial position is driven by :-

- Schools delegated budgets for maintained special schools have underspent by £1.501m (or 20.1%). This includes the brought forward balances from prior years and the 2020/21 financial performance. School delegated budget underspends are automatically transferred to the schools reserves for use in 2021/22.
- The financial position on the High Needs block considered in the context of the Dedicated Schools Grants overall financial position is an overspend of £2.405m.
- A net overspend on top up funding for Lincolnshire pupils in mainstream schools with an Education Health Care (EHC) plan and targeted funding of £5.780m. There continues to be growing trends nationally, and this is being seen in Lincolnshire, with more children requiring specialist support, from that level previously budgeted for. Government funding in 2021/22 recognises the financial challenges facing Local Authorities. The transformational work within SEND is intended to support the Inclusive Ambition through providing support early and securing improved outcomes, whilst securing an offer that is financially sustainable for Lincolnshire. The Local Authority consulted on a change to the targeted funding criteria to ensure it aligns to the government's national funding formula and delivers fair funding, which is to be introduced from the 1 April 2021.
- External SEND specialist placements have overspent by £1.240m due to an increasing demand for those pupils with complex needs and a shortage of places within Lincolnshire special schools. This is being addressed through the Building Communities of Specialist Provision Strategy by delivering an increase in the number of places within Lincolnshire special schools.
- The Alternative Provision new free school place funding (£2.053m) have been funded by the department in 2020/21 in accordance with new school openings – this is therefore a temporary underspend.
- The identification of commissioned contracts where providers have been unable to deliver the full service offer during the lockdown but to support service continuity the full contractual payments continued, and additional costs due to the pandemic (£1.082m). Healthy Minds contract costs were met by the Outbreak Management grant (£1.000m).
- A number of smaller variances on High Needs budgets make up the remaining underspend balance, such as learners with learning difficulties and disabilities allocations; sensory education & support service, and behaviour outreach service.

The movement in position relates to :-

- A reduction in forecast costs across a number of activity-based and central budgets across the high needs area partly offsetting overspends, including the apportionment of costs to other funding sources.

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Central School Services Block	3.193	2.834	(0.359)	(0.272)	↓
<p>The financial position is driven by :-</p> <ul style="list-style-type: none"> The underspend largely relates to the historical commitments agreed with the Department for Education for retaining budgets for the school PFI contractual costs and the centralised schools broadband contract. These funding streams are outside of the government's formulaic funding allocation for the Central Schools Services block. The government is reducing these budget allocations of Local Authorities annually by 20% to remove the perceived unfairness in funding across authorities. The budgets had been set prudently to respond to this future funding implication. 					
<p>The movement in position relates to :-</p> <ul style="list-style-type: none"> Lower than anticipated schools broadband costs for 2020/21. 					

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Early Years Block	43.125	41.951	(1.175)	0.054	↓
<p>The financial position is driven by :-</p> <ul style="list-style-type: none"> Schools delegated budgets for maintained nursery schools have underspent by £0.300m. This includes the brought forward balances from prior years and the 2020/21 financial performance. School delegated budget underspends are automatically transferred to the schools reserves for use in 2021/22. Early Years pupil premium underspends (£0.077m) across maintained nursery schools and classes will be automatically carried forward into the new year. The financial position on the Early Years block considered in the context of the Dedicated Schools Grants overall financial position is an underspend of £0.798m. An underspend on the Early Years participation budgets (£0.135m or 0.4%), as a result of the pandemic. The Local Authority in accordance with the government's guidance supported early years providers financially throughout the period up to December 2020 based on parent declaration hours. This also involved funding providers at their autumn 2019 participation levels if they were experiencing lower numbers in autumn 2020 from the pandemic. From the spring 2021 term, the government advised Local Authorities to return to the normal funding process through funding the actual hours of delivery. An underspend in the 2 year old provision (£0.332m or 6.5%) due the impact of the pandemic on participation levels. Early Years providers with disadvantaged 2 year olds have been supported financially throughout the period up to December 2020 also based on parent declaration hours to support their sustainability in accordance with government guidance. For the spring term providers were funded as normal through the actual hours of delivery. The fluctuation fund would have ordinarily supported participation growth seen in the summer and autumn term, however growth did not take place. Other variances include a reduction in the central staffing budgets (£0.263m); reduced allocations on the Disability Access Fund (£0.059m) and Early Years Pupil Premium (£0.049m). 					

The movement in position relates to :-

- Nursery Schools delegated budgets are considered spent from a Dedicated Schools Grant perspective and schools have the right to automatically carry forward balances for use in 2021/22. Devolved Early Years pupil premium.
- A change in Government policy on participation funding arrangements for early year providers for the spring term.

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Dedicated Schools Grant	(256.757)	(256.538)	0.219	0	↓

The financial position is driven by :-

- Prior year DSG adjustment for the Early Years block.

The movement in position relates to :-

- See above.

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Schools Budget (Other Funding)	(2.563)	(2.120)	0.442	0	↓

The financial position is driven by :-

- The position on the Covid-19 catch up funding £0.950m which will be transferred to reserves offset by a surplus balance within schools delegated budgets.
- The sickness insurance scheme balance on the fund of £0.508m will be transferred to reserves.

The movement in position relates to :-

- See above.

Other Budgets

Financial Position 1st April 2020 – 31st March 2021

Revenue Budget Monitoring Report - Other Budgets

This report details the key changes in position and/or risk faced within Other Budgets to the report is shown below.

Movement Key:	
	Moving towards budget
	Stable
	Moving away from budget

Forecast Key:	
	Underspends within 1% of budget
	Underspends >1%<2% of budget Overspends up to 2%
	Under / Over spends >2% of budget

Directorate Summary	Revised Budget £m	Actual Outturn £m	Actual Outturn Over/(Underspend) £m	Previous Forecasted Over/(Underspend) £m	
Other Budgets	77.671	64.860	(12.811)	(12.323)	

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Contingency	1.227	0.000	(1.227)	(0.900)	

The financial position is driven by :-

- The £3.000m contingency budget was not fully spent this year. There has been a reduced number of emerging schemes this year and activities that require further budgetary support.
- The actual underspent is higher than anticipated as only £0.015m was allocated towards the full £0.383m contribution towards the development of a new capital regeneration project. The balance of £0.368m is planned to be allocated in 2021/22 and will be taken from that year's budget.

The movement in position relates to :-

- For this quarter the movement related to £0.564m to support Highways 2020 Mobilisation, and £0.015m initial support for the development of a new capital regeneration project.
- Previously out of the £3.000m Contingency budget £1.194m was allocated to other service areas. This related to Fire and Rescue Wholetime Recruits Course, £0.165m, Pay Award inflation, £1.029m, following negotiation.

Key Financial Risks to Delivery and Mitigating Actions

<p><i>Key Risk 1 : Lower demand than planned</i></p>	<ul style="list-style-type: none"> • Fewer emerging pressures were identified than forecasted and this resulted in an underspend. Further budget requirement for delayed projects will be taken from next year's allocation. This will result in a reduction to the available budget for further emerging pressures.
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Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Capital Financing Charges	56.924	48.277	(8.647)	(7.868)	↓

The financial position is mainly driven by :

- The Current Budget for MRP was calculated in 2019 before the 2019/20 Capital Outturn. The 2019/20 Borrowing Outturn of £77.897m was significantly lower than estimated due to re-phasing, underspend carry forward and level of internal borrowing taken. Also a large proportion of the borrowing outturn (£39.755m) used to calculate MRP was also allocated to Infrastructure Under Construction Assets that are not due to start for a couple of years and hence the MRP calculated for this area was allocated forward to future years MRP. All this resulted in MRP showing a £4.600m underspend for 2020/21.
- The actual Interest cost for borrowing in 2020/21 was £18.484m, an overall underspend of £3.609m for the year. This underspend derived from having a reduced Borrowing Requirement of £28.313m, due to re-phasing and underspend of the Capital Programme and this requirement being taken in full by Internal Borrowing due to interest rate conditions and cash balance considerations.
- The shortfall on interest received resulted in being only £0.118m for the year, as a result of major underspending of both Revenue and Capital budgets in 2020/21 which increased cash balances available to invest compared to that forecasted.

The movement in position relates to :-

There has been a slight increase to the overall underspend position from last quarter. This underspend will be transferred to the Capital Financing Reserve in 2021/22, to be used to smooth out future fluctuations in capital financing costs that arise due to the nature of delivering the capital programme and uncertain cash flow patterns that arise.

Key Financial Risks to Delivery and Mitigating Actions

*Key Risk 1 :
Higher demand than planned*

- The delivery of the current capital programme and uncertain cash flow patterns due to COVID will affect the level of interest paid and received in 2020/21. This is continually monitored to mitigate the risk.

Service Area	Revised Budget £m	Actual Outturn £m	Actual Over/(Underspend) £m	Previous Forecast Over/(Underspend) £m	
Other	19.519	16.582	(2.937)	(3.554)	↑

The financial position is mainly driven by :

- The redundancy budget for the year is £1.500m. There is currently a relatively low level of restructuring taking place within the council, resulting in an underspend of £1.161m.
- The review and maintenance of balances in the balance sheet resulted in clearance of legacy balances relating to the old financial system, SAP, £0.706m.
- The budget set aside for any pay scale restructuring is not expected to be required this year, resulting in a £0.600m underspend.
- The level of increase in the National Living Wage is lower than anticipated thereby resulting in a £0.359m underspend.

- There is a reduction of £0.248m in the monthly payment of teachers' pension and S24 payments due to a higher level of attrition than budgeted. The reduction in monthly payment is recycled to cover the yearly inflation increase of this pension. This was reviewed and longer term savings of £0.100m were offered as part of the budget setting process.
- Dividend received from ESPO increased by £0.168m and a conservative increase in 2021/22 budget was proposed.
- The liability insurance cost is lower by £0.340m than we have budgeted for this year. However this is offset by an overspend of £0.557 in insurance fund due to the increase in the provision.
- The above underspend is offset by small overspend in Apprenticeship Levy and maintenance cost on surplus properties prior to selling these.

The movement in position relates to :-

- The low level of planned activities within the Council which are funded centrally generated an underspend in this area.
- Budgets to further support the services and kept within this area due to uncertainties when the budget was set resulted to underspending as not required during the year.
- Legacy balances within the balance sheet are charged to this area following review and maintenance.

Key Financial Risks to Delivery and Mitigating Actions

*Key Risk 1 :
Lower demand
than planned*

- Budget within Other Budget was set to cover the uncertainties surrounding the area that the Council operates in. This year most of these are not required and resulted in an underspent. These areas were reviewed as part of the yearly budget setting and had provided £0.100m savings relating to the reduction in pension contribution in 2021/22 budget.

Narrative of Financial Impact of Covid-19 as at 31 March 2021

Revenue Budget Monitoring Report - Children's Services Covid-19

Directorate Summary	Covid-19 General Grant £m	Outturn £m	Variance £m
Children's Services	12.762	12.762	0.000

Service Area	Covid-19 General Grant £m	Outturn £m	Variance £m
Children's Social Care	8.043	8.043	0.000

The financial position is driven by :-

- An additional payment of £400 per carer household per month for period of 3 months (May to July 2020) was made to support foster carers and children in their care during this challenging period to continue securing placements and support of carers (£0.325m). A further £200 per carer household was paid during the second lockdown in November (£0.054m)
- Additional costs for specialist placements including out of residential and fostering placements, and family assessment placements (£4.794m). The impact of the Covid-19 restrictions has resulted in a number of foster carers unable to accept new children into their homes due to self-isolating from vulnerability, and concerns with increased exposure to the virus, therefore children have had to be placed in alternative specialist placements. The number of children in care has risen during this pandemic. Placement reviews are now taking place through the valuing care toolkit to ensure most appropriate provisions are in place to support the identified needs.
- Children's Services had put forward a saving of £0.438m in 2020/21 for the intense needs and supported accommodation activity for those young people of 16 and 17 years at risk of homelessness and looked after children and care leavers up to the age of 21 years following the transformation work. Overall Covid-19 related costs were identified by the service area of £0.656m relating to non-delivery of savings and Covid related placements.
- The identification of commissioned contracts where providers have been unable to deliver the full service offer during the lockdown, but to support service continuity the full contractual payments continued, which was charged to the Covid grant (£1.047m), and legal costs where there has been an increase in length of proceedings due to court availability (£0.283m).
- Additional costs for backfill of staff that have been redeployed (£0.571m) and equipment to enable home working plus personal protection equipment for front-line staff (£0.313m)

The movement in position relates to :-

- Additional costs being assigned to the Covid-19 grant for children in care placements (£0.715m) and further costs for the backfill of staff that have been redeployed (£0.174m).

Service Area	Covid-19 General Grant £m	Outturn £m	Variance £m
Children's Education	4.719	4.719	0.000

The financial position is driven by :-

- Loss of income from parents for post 16 transport for the financial year (£0.742m). An increase in the contract re-tendering costs including delayed procurements (£0.675m), holiday transport costs relating to Easter and May half-term (£0.112m), the agreement to pay contractors at 85% of the contract value during the pandemic when running no services to sustain the market place and ensure continuity of provision post lockdown (£1.439m) and grants to operators to meet some of the additional costs associated with Covid-19 e.g. PPE, cleaning materials, signage etc. (£0.345m) were earmarked against the Covid-19 grant.
- Loss of income from parents for the Music Service in the summer term (£0.477m), and further losses in the new academic year (£0.247m). Payments have been made for rehearsals and concerts that did not take place during lockdown (£0.042m).
- The identification of commissioned contracts where providers have been unable to deliver a service effectively during lockdown but to support service continuity the full contractual payments continued, which was charged to the Covid grant (£0.227m).
- Reduction in income from fines for children not attending school (e.g. absent from school due to going away on holiday) (£0.108m).
- A local arrangement of financially supporting maintained schools going into 'financial difficulties' as a result of a loss of income during April to August 2020 (£0.115m), since no staff were furloughed.
- Additional staffing costs required to lead on urgent and critical operational responses to the pandemic, including the SEND advice line plus additional equipment costs to enable home working (£0.186m).

The movement in position relates to :-

- Further information available regarding costs associated with the impact of Covid-19 for Home to School transport (£0.676m).

LCC received a number of specific grants to support vulnerable families, home to school transport providers and the council and its partners across the county respond to the pandemic. The grants and their purpose are listed in the first table. The second table shows the income received and the associated spend.

Grant	Purpose
Covid Winter Grant Scheme	Ringfenced grant to support those most in need with the cost of food, energy (heating, cooking, lighting), water bills (including sewerage) and other essentials. Grant end date 16 th April 2021.
Partners in Practice	Ringfenced grant for Children's Services to carry out work to identify insights and learning arising from the Covid-19 pandemic and make available examples of innovative and/or novel solutions for use across Children's Services.
Additional Home to School Transport	Ringfenced grant to enable Local Authorities to provide additional transport capacity for journeys to and from school and college for pupils to get there safely (through social distancing measures) and on time. funding carried forward into 2021/22.

Grant	2020-21 Income	Actual Expenditure	Unspent Grant *	Expenditure 2020-21
Covid Winter Grant Scheme	1.668	2.179	(0.511)	1.668
Partners in Practice	0.156	0.097	0.059	0.156
Additional Home to School Transport	1.417	1.002	0.415	1.417
Total	3.241	3.278	(0.037)	3.278

*Unspent grant and carry forwards.

Covid Savings		
Directorate Summary	Actual Savings	Savings £m
Children's Services		
Children's Social Care	Pause in in Children Centre building maintenance due to reduced centre activity	0.137
	Delay in recruitment to vacancies within social care and early help.	0.211
	Youth Development – due to limited service provision that has been on offer since the start of the pandemic.	0.247
	Savings on car allowances	0.466
Children's Education	Home to School/College Transport – suspension of services for the summer term (other than for key worker and vulnerable groups transport only).	1.370
	Children with Disabilities – a drop in activity levels (due to parents being at home) during the summer term	0.738
	Education Psychology - reduction in the number of Education, Health and Care (EHC) Needs Assessments during the first lockdown period and the delay in progressing a new Psychology contract with an external provider.	0.249
	Reduction in legal fees due to the suspension of fines for children not attending school.	0.079
	Savings on car allowances and meeting costs	0.105

Revenue Budget Monitoring Report - Adult Care & Community Wellbeing Covid-19

Directorate Summary	Covid-19 General Grant £m	Outturn £m	Variance £m
Adult Care & Community Wellbeing non ring fenced	14.879	14.879	0.000

Service Area	Covid-19 General Grant £m	Outturn £m	Variance £m
Adult Frailty & Long Term Conditions	9.683	9.683	0.000

The financial position is driven by ;-

- The Sustainability Fund provides financial support to commissioned providers across adult social care (ASC). Through an open book approach, this fund has paid £4.230m to in excess of 170 ASC providers. Provider's evidence based actual costs incurred prior to any payment being made. Costs supported relate to Personal Protective Equipment (PPE) usage, the social care workforce and the adult social care (ASC) environment. The majority of care home and home care providers are now able to procure their PPE through the recently introduced national process going forward. Costs supported now primarily cover workforce costs. The criteria of the fund is kept under regular review with changes agreed with LiNCA prior to implementation.
- £3.70m top-up payments to residential care providers. These are payments made to providers to maintain their cash flow during the pandemic. Payments are based on pre Covid-19 activity levels. A reduction in occupancy levels is resulting in material cash flow challenges for a number of providers.
- £0.886m reduction in service user contribution resulting from both a reduction in residential service users and service users not in receipt of care where providers closed as a result of lockdown rules.
- £0.592m costs incurred in increasing homecare capacity to meet demand. Increased capacity was provided by commissioning a crisis response team of additional carers between 7am – 10pm, piloting new ways of working to increase capacity through the direct payment mechanism and a loss of planned savings due to the reablement provider configuring themselves to support the Covid-19 response by providing additional home care capacity to meet the demand.
- The balance comprises other smaller costs across AF<C, its service users and the market including £0.052m savings delivered through a reduction in stationery costs and training expenses.

The movement in position relates to :-

- AF<C yearend position moved by £0.104m more than forecast resulting from small increases across the range of financial support mechanisms in place to support providers and service users.

Service Area	Covid-19 General Grant £m	Outturn £m	Variance £m
Adult Specialties	3.205	3.205	0.000

The financial position is driven by ;-

- £1.485m incurred through increased packages of care for service users unable to access services due to closure/shielding etc. Following individual needs assessments, service users have received changes to their packages of care. Each individual is regularly reviewed to understand on going need.
- £1.094m top-up payments to CSL and day care providers. These are payments made to providers to maintain their cash flow during the pandemic. Payments are based on pre Covid-19 activity levels.

<ul style="list-style-type: none"> £0.375m financial sustainability payments were paid to direct payment providers who were unable to provide services / limited capacity services due to covid-19 restrictions. Providers who approached the council for financial support received 80% of the lost service user contributions. £0.21m costs incurred in delivering additional Deprivation of Liberty Standards assessments and safeguarding reviews.
<p>The movement in position relates to :-</p> <ul style="list-style-type: none"> Adult specialties year end position of £3.205m concluded as forecast.

Service Area	Covid-19 General Grant	Outturn	Variance
	£m	£m	£m
Public Health & Wellbeing	1.991	1.991	0.000

<p>The financial position is driven by ;-</p> <ul style="list-style-type: none"> £0.807m costs incurred in the distribution of PPE and community equipment for service users. £0.41m PPE costs incurred to date for use across council services / staff. £0.32m increased costs resulting from a delay in the procurement of housing related services. £0.29m costs incurred in responding to the pandemic including operating a 7 day a week covid response community hub during the emergency phase of the pandemic and suspending telecare charges for service users to encourage increased communication.
<p>The movement in position relates to :-</p> <ul style="list-style-type: none"> Public Health and Wellbeing year end position moved by £0.290m more than forecast. This was driven by increased demand for community equipment and other smaller increases across the range of services provided to deliver the response to Covid-19.

LCC received a number of specific grants to support adult social care providers, service users and the council and its partners across the county respond to the pandemic. The grants and their purpose are listed in the first table. The second table shows the income received and the associated spend.

Grant / Recharge	Purpose
Infection Control Wave 1 & 2	Ringfenced grant to support adult social care providers to reduce the rate of COVID-19 transmission within and between care settings.
Outbreak Management	Ringfenced grant for public health purposes to tackle Covid-19, break the chain of transmission and protect the most vulnerable.
Test and Trace	Ringfenced grant to provide support towards expenditure to mitigate against and management of local outbreaks of COVID-19.
Clinically Extremely Vulnerable	Unringfenced grant to support CEV individuals by delivering the activities and outcomes outlined in the Shielding Framework.
DEFRA Emergency Support	Unringfenced grant to support people who are struggling to afford food and other essentials due to COVID-19.
Care Home Rapid Testing	Ringfenced grant exclusively for actions which support care homes to implement additional rapid testing.
Workforce	Ringfenced grant to deliver measures to supplement and strengthen adult social care staff capacity to ensure safe and continuous care.
Community Testing	Ringfenced grant to provide community testing
NHS Discharge to Assess Model	Recharge of costs incurred in the discharge of people from hospital, up to 6weeks of care funded via the NHS.

Grant / Recharge	2020-21 Income	Actual Expenditure	Unspent Grant *	Expenditure 2020-21
Infection Control Wave 1 & 2	19.333	18.663	0.670	19.333
Outbreak Management	19.139	12.126	7.014	19.139
Test and Trace	3.070	1.574	1.496	3.070
Clinically Extremely Vulnerable	2.042	0.301	1.741	2.042
DEFRA Emergency Support	0.824	0.529	0.295	0.824
Care Home Rapid Testing	2.616	2.554	0.062	2.616
Workforce	1.684	1.562	0.122	1.684
Community Testing	2.432	2.432		2.432
Total ACCW Grants	51.140	39.739	11.400	51.140
NHS Discharge to Assess	6.687	6.687		6.687
Total ACCW Recharges	6.687	6.687		6.687
Total	57.827	46.426	11.400	57.827

**Unspent grant and carry forwards*

Covid Savings		
Directorate Summary	Savings	Savings £m
Adult Care & Community Wellbeing		
Adult Frailty & LTC (inc.infrastructure)	Energy, Training, Stationery costs	0.052
Public Health and Wellbeing	Improvement initiative delay	0.060

Revenue Budget Monitoring Report - Place Covid-19

Directorate Summary	Covid-19 General Grant £m	Outturn £m	Variance £m
Place	6.026	6.026	0.000

Service Area	Covid-19 General Grant £m	Outturn £m	Variance £m
Communities	3.604	3.604	0.000

The financial position is driven by :-

- Loss of income from cultural and heritage sites due to closure and social distancing measures £1.457m.
- Household Waste Recycling Centres – additional staffing costs and loss of income from recyclable sales £0.087m.
- Waste – increased volume of household waste material being processed from District Councils kerbside collections due to people spending more time at home and increased packaging from on-line shopping £1.356m.

The movement in position relates to :-

- On-going assessment of the loss of income from cultural and heritage sites.
- Increases in the volume and cost of processing household waste collections.
- Inclusion of the new risk related to energy sales at the Energy from Waste (EfW) Plant.

Service Area	Covid-19 General Grant £m	Outturn £m	Variance £m
Growth	0.230	0.230	0.000

The financial position is driven by :-

- Cost of economic recovery plan, additional staffing costs and potential loss of rental income on business units.

The movement in position relates to :-

- Reduction in the assessment of the likely cost of lost income on membership schemes, small projects to support economic sectors, and research/advice.

Service Area	Covid-19 General Grant £m	Outturn £m	Variance £m
Highways	2.192	2.192	0.000

The financial position is driven by :-

- Implementation of Covid-safe ways of working on capital schemes £1.600m. Additional cost risk reflects claims being considered on major projects.
- Loss of income from suspension of parking enforcement and reduction in permitting activity £0.665m.
- Loss of income from road works and fines £0.325m.
- Loss of income from course fees for National Driver Offender Retraining Scheme £0.700m. Actual award may be reduced based on income budget.
- Covid compensation events relating to highways maintenance contracts £1.152m.
- The forecast impact of Covid related cost on the major capital schemes in 2021/22 onwards of £7.267m is currently excluded from this Revenue report.

The movement in position relates to :-

- On-going assessment of resultant costs and income losses.
- Inclusion of a contingency sum for second wave.

Covid Savings		
Directorate Summary	Actual Savings	Savings £m
Place		
Communities	Reduced contract payments to bus operators on suspended or reduced bus services. Savings in running costs from closure of cultural and heritage sites.	1.100
Lincolnshire Local Enterprise Partnership	No significant savings identified	0.000
Growth	Reduced staff travel and training	0.020
Highways	Reduced staff travel and training	0.150

Revenue Budget Monitoring Report - Fire and Rescue Covid-19

Directorate Summary	Covid-19 General Grant £m	Outturn £m	Variance £m
Fire and Rescue and Emergency Planning	0.622	0.622	0.000

The costs and changes to quarter 3 are detailed in the report below.

Service Area	Covid-19 General Grant £m	Outturn £m	Variance £m
Fire and Rescue and Emergency Planning	0.622	0.622	0.000

The financial position is driven by :-

- Additional staffing costs to respond to the pandemic (£0.371m)
- The cost of personal protective equipment to allow staff to interact with our communities (£0.144m)
- The loss of income from commercial training (£0.079m)

The movement in position relates to :-

- Additional staffing costs to respond to the pandemic (£0.488m)

Covid Savings		
Directorate Summary	Actual Savings	Savings £m
Fire and Rescue		
Fire and Rescue and Emergency Planning	Reduction in staff travel	0.025

Revenue Budget Monitoring Report - Resources Covid19

Directorate Summary	Covid-19 General Grant £m	Outturn £m	Variance £m
Resources	1.440	1.440	0.000

Service Area	Covid-19 General Grant £m	Outturn £m	Variance £m
Resources	1.440	1.440	0.000

The financial position is driven by :-

- The additional costs of Business Support and HR staff covering additional Covid-19 related work (£0.280m)
- Loss of income from schools, academies, District Councils and internal charges by HR, Legal & Audit (£0.472m).
- The annual deficit (to income target) from the Purchase of Annual Leave scheme (£0.112m).
- Loss of income from celebratory ceremonies and Trading Standards work (£0.366m).
- Additional staffing costs and purchase of equipment to support essential activity (£0.210m).
- The need to deal with potential excess deaths arising from the coronavirus (£2.024m)
– This is capital spend and therefore excluded from the revenue element of this report.

The movement in position relates to :-

- A reduction in the final loss of income from celebratory services and Trading Standards (£0.211m).
- The annual deficit (to income target) from the Purchase of Annual Leave scheme (£0.012m).

Covid Savings		
Directorate Summary	Actual Savings	Savings £m
Resources		
Legal and Governance Services	Members travel expenses – less travel	0.072
Human Resources and Organisational Support	Occupational health Contract – reduction in referrals	0.103
	Reduction in travel costs	0.040
	Vacancies within service held back due to Covid	0.514
Finance	Reduction in travel costs	TBC
Public Protection	Reduced legal costs and travel expenses	0.143

Revenue Budget Monitoring Report - Commercial Covid-19

Directorate Summary	Covid-19 General Grant £m	Outturn £m	Variance £m
Commercial	2.829	2.829	0.000

Service Area	Covid-19 General Grant £m	Outturn £m	Variance £m
Commercial	2.829	2.829	0.000

The financial position is driven by :-

- Re-direction of the Customer Service Centre to deal with Covid-19 issues (£0.407m).
- Additional project costs due to delays in the Business World transformation programme (£0.724m).
- Costs associated with the Smarter Working Programme (£0.113m).
- Assessing the impact of and actions required to reduce the demand for services within Adults and Children's particularly focusing on High Needs and Children in Care (£0.545m).
- Other Transformation project costs (£0.057m).
- Maintaining hygiene measures and purchasing hygiene consumables, and preparing for excess deaths (£0.231m).
- Enabling homeworking capability for workforce, and extending current software licences (£0.537m).
- Loss of income from traded services to Schools (£0.015m).
- New post to oversee the Council's recovery from Covid-19 (£0.132m).

The movement in position relates to :-

- The final year end position of Smarter Working project costs being significantly lowered from £1.100m to £0.113m as requirements are transformed into deliverable outcomes. These costs will now form part of 21/22 covid claims.
- A reduction from £1.040m to £0.545m on Assessing the demand in High Needs and Children in Care costs during the year.

Covid Savings		
Directorate Summary	Actual Savings	Savings £m
Commercial		
Property	Utility costs, facilities management and reactive maintenance across the wider estate. Reduced costs in Chance to Share schemes. Savings in staff training and travel.	0.662
Commercial		
Information Management Technology	Reduced training costs	0.100
Transformation		

Revenue Budget Monitoring Report - Corporate Services Covid-19

Directorate Summary	Covid-19 General Grant £m	Outturn £m	Variance £m
Corporate Services	0.214	0.214	0.000

There are no significant new costs incurred this quarter, the details are shown below.

Service Area	Covid-19 General Grant £m	Outturn £m	Variance £m
Corporate Services	0.214	0.214	0.000

The financial position is driven by :-

- This position is mainly driven by the local Member coronavirus grant scheme (£0.201m)
- The need to communicate with the public on Covid-19 matters (£0.013m)

The movement in position relates to

- A small reduction in the final year end spend on the member scheme (£0.016m).

Covid Savings		
Directorate Summary	Actual Savings	Savings £m
Corporate Services		
Corporate Services	Reduction in Corporate Communications expenditure due to cancellation of events	0.055

Revenue Budget Monitoring Report - Schools Covid-19

Directorate Summary	Covid-19 General Grant £m	Outturn £m	Variance £m
Schools	1.082	1.082	0.000

Service Area	Covid-19 General Grant £m	Outturn £m	Variance £m
High Needs Block	1.082	1.082	0.000

The financial position is driven by :-

- The costs of PPE and free school meals vouchers within the SEND Services to enable services to continue to be provided in accordance with government guidelines.
- Loss of income during the Summer Term from private schools and RAF contracts for the Specialist Teaching Service.
- The identification of commissioned contracts where providers have been unable to deliver a service effectively during lockdown, and additional costs relating to the pandemic.

The movement in position relates to :-

- More accurate information available regarding costs and loss of income associated with the impact of Covid-19 and additional costs.

Directorate	Service Area	Saving Information *	Reported Position			Explanation of any Shortfall and/or Covid19 Grant Support
			Planned Saving £000's	Delivery Y / N	If N, Shortfall £000's	
BUDGET SAVINGS						
Children's Services	Home to School/College transport	Budget Reductions to meet service requirements	8	Y		
Children's Services	Special Educational Needs & Disability	Additional income generation and budget reductions for training materials and legal costs	6	Y		
Children's Services	Education Support Services	Additional income generation, a reduction in the cost of software and budget reductions to meet service requirements	17	Y		
Children's Services	School Improvement	Budget reductions to meet service requirements	7	Y		
Children's Services	Statutory Regulatory Duties	Removal of peripatetic social worker vacant posts, a reduction in the cost of software licences, a reduction in funding required to support market management as part of service reviews and budget reductions to meet service requirements	286	Y		
Children's Services	0-19 Health Services	A more effective clinic utilisation leading to a reduction in home visiting	180	Y		
Children's Services	Early Help Services	Budget reductions to meet service requirements	85	Y		
Children's Services	Family Assessment and Support Team	Utilisation of grant income and budget reductions to meet service requirements	103	Y		
Children's Services	Adoption and Fostering Services	Budget reductions to meet service requirements	3	Y		
Children's Services	Leaving Care Services	Savings from the new supported accommodation pathway in meeting 16-17 year olds and care leavers	438	N		This had been identified as a cost pressure for 2020/21. This was due to the delay in the implementation of the new Youth Housing contract caused by the pandemic leading to external placements being made. The new contract is now in place (from January 2021), which is planned to accommodate more complex individuals. These circumstances resulted in savings not being achieved in 2020/21, which were subsequently met by the Covid-19 grant. The 2021/22 position is planned to deliver these savings, a year later than originally planned.
Children's Services	Targeted Support for Young People	Efficiencies as a result of the joint delivery of provision	43	Y		
Children's Services	Youth Offending	Rationalisation of work activities with the Performance Team and budget reductions to meet current service requirements	56	Y		
Adult Care and Community Wellbeing	Budget 2020 Savings Programme	Reduction in Director's consolidated running costs	210	Y		
Adult Care and Community Wellbeing	Home based Service	Reablement Service efficiencies	320	Y		LCC reablement provider changed service delivery to support increased volumes of hospital discharges as a result of covid19 accelerated discharge model introduce nationally. This and the continued demand has meant the planned savings have not been possible to implement. This loss of savings is captured against the Covid19 grant received therefore reporting financial position on target. Recurrent saving still planned.
Adult Care and Community Wellbeing	Peak Demand efficiencies	Improvement in Peak Demand efficiencies	800	Y		
Adult Care and Community Wellbeing	Assessment and Care Management	Savings from gaps in posts being filled from staff turnover	579	Y		
Adult Care and Community Wellbeing	Transport	Reduction in service demand	100	Y		
Adult Care and Community Wellbeing	Residential/Nursing placements	Reduction in service demand as more requirement for Community based services	500	Y		
Adult Care and Community Wellbeing	Other Expenditure budget	Reduction in service demand	90	Y		
Adult Care and Community Wellbeing	Adult Care Charging	Impact of legislative changes	-500	Y		

Directorate	Service Area	Saving Information *	Reported Position			Explanation of any Shortfall and/or Covid19 Grant Support
			Planned Saving £000's	Delivery Y / N	If N, Shortfall £000's	
BUDGET SAVINGS						
Adult Care and Community Wellbeing	Public Health and Community Wellbeing	Agreed reduction in budget based on current service requirements and savings based on contract re-procurement	1,390	Y		Against the £1m Housing Related Support saving, there is a shortfall in delivery of £424,655 in 2020-21 only. This is due to a delay in contract start resulting from Covid19. This is funded through the Covid19 grant received therefore reporting financial position on target. Recurrent saving still planned
Place	Transport Services	Contract payments reviewed to provide more emphasis on the reducing actual passenger number as eligibility age for a concessionary pass rises	425	Y		
Place	Heritage and Archive Services	Budget revision to library vehicles, staffing and associated expenses	201	Y		
Place	Environmental Services	Budget revisions to meet current service requirements	66	Y		
Place	Waste Services	Reduction in repairs, maintenance and transport costs together with contract savings and reduced tonnages of compost and other materials at Household Waste Recycling Centres	591	Y		Although the Waste service had an overall overspend for the year this resulted from increased volumes of household waste being collected and increased cost of the Mixed Dry Recycling (MDR) contract. Substantial savings were still achieved in the Household Waste Recycling Centres (HWRC) due to changes to the operating model
Place	Design Services	Efficiency saving on system maintenance costs	39	Y		
Place	Highways Services	Efficiency savings on winter maintenance operations with the remainder due to increased charges for a range of highway services including road closures, fixed penalty notices and searches	664	Y		Charge rates were reviewed at the start of the year, however the ability to secure additional income was severely affected by the pandemic although the resultant shortfall was funded from grant support. Revenue savings from the switch to buying rather than leasing gritters were achieved but were offset by pressures caused by prolonged cold weather resulting in a higher than budgeted number of gritting runs.
Place	Highways Asset Management	Increase in charges for skip and scaffold permits and a reduction in the scanner and scrim surveying contracts	35	Y		
Fire and Rescue and Public Protection	Fire and Rescue	A reduction in costs associated with unwanted fire signals (false alarms) policy and a reduction in budget to cover fire-fighter absence to maintain operational resilience	115	Y		
Resources	Human Resources	Restructure of Human Resources following the return of staff to LCC	440	Y		
Resources	Legal Services	Realignment of Legal Lincolnshire surplus target in line with recent performance	450	Y		Legal Services income figures were down on previous years. This was due to a fall in instructions during the Covid pandemic and was funded from the Covid grant.
Resources	Democratic Services	The permanent removal of a vacant position	15	Y		
Resources	Business Support	Implementation of a paper reduction strategy	16	Y		
Commercial	Property Services	Reductions in building and programme costs and alignment of county farms income in line with current year performance	279	Y		
Commercial	Information Management	Budget revision to meet current service requirements	567	N		Costs for enabling homeworking capability for workforce, and extending current software licences were picked up by the Covid grant. The need to continue to preserve access to data held in the SAP system resulted in higher than budgeted licence costs with further 208 costs being incurred in order to migrate this data in order to provide a longer-term solution. The revised contract pricing model for the Serco contract and third party arrangements also resulted in increased costs.
Commercial	Commercial Management	Budget revision to meet current service requirements	104	Y		
Other Budgets	Commercial Discount	Reduction in contract payments	706	Y		
TOTAL BUDGET SAVINGS			9,434	0	208	

Directorate	Service Area	Saving Information *	Reported Position			Explanation of any Shortfall and/or Covid19 Grant Support
			Planned Saving £000's	Delivery Y / N	If N, Shortfall £000's	
GROWTH IN INCOME						
Adult Care and Community Wellbeing	Adult Frailty and Long Term Conditions	Proportionate increase in Service User Contributions from increase in benefits	1,595	Y		
Adult Care and Community Wellbeing	Adult Frailty and Long Term Conditions	Increase in Direct Payment Refund income	575	Y		
Adult Care and Community Wellbeing	Adult Frailty and Long Term Conditions	Increase in Debtor income	1,000	Y		
Adult Care and Community Wellbeing	Adult Specialities	Increase in Direct Payment Refund income	250	Y		
Adult Care and Community Wellbeing	Adult Specialities	Additional CHC Funding from CCG's	1,800	Y		
Resources	Financial Strategy	Increased income from Schools	43	Y		
Resources	Audit and Risk	Increased income from audit services	22	Y		Covid-19 restrictions and long term staff absences had an impact on the ability to deliver planned audit work to District clients. The resulting loss was however covered by Covid grant funding.
Resources	Information Assurance	Increased income from Schools	17	Y		
Other Budgets	Dividend Income	Increase in dividend relating to investment	206	Y		
TOTAL GROWTH IN INCOME			5,508	0	0	
TOTAL REDUCTIONS TO BUDGET			14,942	0	208	

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Monitoring of Development Fund Initiatives 2020/21

Directorate	Service Area	Development Initiative	One-Off Investment £000's	Amount Spent Within the Year £000's	Amount Available for Future Years £000's	Update on Progress
Place	Environment	Green Masterplan	350	34	316	Activity progressing but delayed due to COVID and now expected to fully spend in 2021/22
Place	Communities	Anaerobic digestion Facilities - Business Case Viability	150	12	138	Work on this is progressing and planned to be completed by end of 2021/22.
Place	Highways and Communities	Highways Advance Design/Economic Development Pipeline Projects	2,713	484	2,229	Spend continues to be managed alongside the annual allocated ADB budget and agreed with Exec Directors and Exec Members in order to accelerate the development of schemes.
Place	Highways	Traffic signals - Wireless communications	5	0	5	Successfully installed and operated trial site, roll-out being planned and decommissioning of broadband connections being progressed. This is now complete and funding will be drawdown in 2021/22.
Place	Highways	Drainage Investigation and Flood Repairs	200	0	200	Individual projects been agreed. Projects now commenced in Long Bennington and Timberland Chapel Lane. It is planned that this activity will span two years with revenue funding being utilised in 2021/22.
Fire and Rescue and Public Protection	Fire and Rescue	Research study - LFR prevention work	10	10		Lincoln University were commissioned and undertook analysis to evaluate our Prevention activities. This work was completed by the end of the calendar year allowing time for us to utilise for the HMICFRS Inspection. The costs were confirmed at 10K.
Commercial	Transformation	Transformation Programme (Business Process re-engineering)	280	0	280	Transformation Programme Board established. Governance arrangements and outline programme developed. A significant amount of costs were funded by the Covid grant but further costs are still expected in 2021/22 for which these funds will be utilised.
Commercial	IMT	Broadband - 4G	135	0	135	Discussions have taken place with potential providers and these are currently being evaluated prior to making a decision regarding implementation
	Reserves	Future Transformation & Covid-19 Recovery Plans	7,394	0	7,394	This programme will be reported separately
	Reserves	Development Fund Reserve balance still to be allocated	1,444	0	1,444	
TOTAL DEVELOPMENT INITIATIVES REVENUE			12,681	540	12,141	

Directorate	Service Area	Development Initiative	One-Off Investment £000's	Amount Spent Within the Year £000's	Amount Available for Future Years £000's	Update on Progress
Children's Services	Strategic Commissioning	Education Transport links to School (Route sustainability)	440	0	440	<p>Progress has been limited by the impact of Covid-19 on the day-to-day workload of the transport entitlement team.</p> <p>The launch of the Sustainable Travel Group (STG) has focused on a specific route and technical detail is now being costed. A second route improvement has been identified. It is hoped that both of these may be completed by summer 2021, subject to capacity and costs.</p> <p>Further routes are being identified for appraisal. If feasible and cost effective, they would remove the need for a significant number of children from school transport and promote sustainable modes of travel.</p> <p>However, no monies have been spent to date, and expenditure is expected to start in 2021/22.</p>
Place	Highways	Traffic signals - Wireless communications	80	80	0	<p>Successfully installed and operated trial site, roll-out being planned and decommissioning of broadband connections being progressed. This is now complete and reserve drawdown.</p>
Place	Highways	Community Maintenance Gangs	3,981	3,981	0	<p>The resource allocation and works type was agreed with Executive Members and Executive Director in April 2020. Balfour Beatty started on site in May 2020 and continued delivering the works until April 2021. Updated reports on budget spend and productivity are presented on a monthly basis. These are shared with the Assistant Director, Executive member and Scrutiny Committee. Development Fund allocation was fully spent by end of 2020/21.</p>
Place	Highways	Drainage Investigation and Flood Repairs	2,000	646	1,354	<p>Individual projects have been agreed. Projects now commenced in Long Bennington and Timberland Chapel Lane. It is planned that this activity will span two years.</p>
Fire and Rescue and Public Protection	Fire and Rescue	Flood Management Pumps	116	116		<p>Planning / specification completed, delay on ordering the vehicles due to COVID, but this was still completed by the year-end.</p>
Fire and Rescue and Public Protection	Fire and Rescue	Replacement Trading standards Metrology equipment	50	0	50	<p>Specification and quote provided but upgrade delayed due to COVID, now expected to be progressed in 2021/22</p>
Commercial	IMT	Broadband - 4G	800	800	0	<p>Discussions took place with potential providers and were evaluated prior to making the decision regarding implementation.</p>
TOTAL DEVELOPMENT INITIATIVES CAPITAL			7,467	5,623	1,844	

PRUDENTIAL INDICATORS ACTUAL COMPARED TO ESTIMATED 2020/2021			
Original Estimate	2020/21 £000	Actuals	2020/21 £000
Prudence Indicators:			
1) Capital Expenditure & Financing			
Net Capital Expenditure	137,923	Actual Net Capital Expenditure (Excl Sch RCCO & Leasing)	52,235
2) Capital Financing Requirement			
Capital Financing Requirement 31/3/2021	749,599	Actual Capital Financing Requirement 31/3/2021	624,299
Capital Financing Requirement Estimate at 31/3/2023	822,627	Capital Financing Requirement Estimate 31/3/2023	697,327
3) Gross Borrowing and the Capital Financing Requirement			
Gross External Borrowing	628,398	Actual Gross External Borrowing	488,365
Headroom Over CFR at 31/3/2023	194,229	Actual Headroom Over CFR at 31/3/2023	208,962
4) External Debt			
Authorised Limit for External Debt		Actual external debt at 31/3/2021	
Borrowing	715,305	Long Term LCC	487,186
Other Long Term Liabilities	11,488	Long Term Schools	756
Total Authorised Limit	726,793	Salix	423
		Temporary(Home Office)	0
Operational Boundary for External Debt		Borrowing	488,365
Borrowing	700,305	Other Long Term Liabilities (Credit Arrangements)	8,688
Other Long Term Liabilities	9,488	Total Debt	497,053
Total Operational Boundary	709,793		
Affordability Indicators:			
5) Financing Costs & Net Revenue Stream			
Estimated Ratio of Financing Costs To Net Revenue Stream	5.60%	Actual Ratio of Financing Costs To Net Revenue Stream	4.88%
Estimated Ratio of MRP & Interest Costs To Net Revenue Stream	5.78%	Actual Ratio MRP & Interest Costs To Net Revenue Stream	4.98%
Proportionality Indicators			
6) Limit for Maximum Usable Reserves at Risk from Potential Loss of Investments			
Estimated Proportion of Usable Reserves at Risk from Potential Loss of Investments -Limit 10%	1.43%	Actual Proportion of Usable Reserves at Risk from Potential Loss of Investments	0.48%
7) Income from Non Treasury Investments & Net Service Expenditure			
Estimated Proportion of Non-Treasury Investment Income to Net Service Expenditure -Limit 3%	0.46%	Actual Proportion of Non-Treasury Investment Income to Net Service Expenditure	0.50%
Treasury Indicators:			
8) Interest Rate Exposures (Variable)			
Upper limit for variable interest rate exposures		Actual variable interest rate exposure at 31 March 2021	
Borrowing	30%	Borrowing	0%
Investments	100%	Investments	44%
9) Total Principal Sums Invested			
Upper limit for total principal sums invested for over 365 days (per maturity date). Treasury and Non Treasury Investments.	40,000	Actual principal sums invested > 365 Day. Treasury and Non Treasury Investments.	6,419
10) Maturity Structure of borrowing			
Upper Limit for maturity structure of borrowing		Actual maturity structure of borrowing at 31 March 2021	
Under 12 months	25%	Under 12 months	2.30%
12 months and within 24 months	25%	12 months and within 24 months	1.80%
24 months and within 5 years	50%	24 months and within 5 years	5.20%
5 years and within 10 years	75%	5 years and within 10 years	12.20%
10 years and above	100%	10 years and above	78.50%
11) Borrowing in Advance of Need			
Estimated borrowing in advance of need limit equal to 25% of the expected increase in CFR over 3 year budget period	18,257	Actual borrowing taken in advance of need in 2020/21	0

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Open Report on behalf of Heather Sandy, Executive Director for Children's Services

Report to:	Executive
Date:	06 July 2021
Subject:	Extension to Best Start Lincolnshire: Early Years and Family Service Contract
Decision Reference:	I022167
Key decision?	Yes

Summary:

An exception is sought to the Council's Contract Regulations, to extend the Council's contract with the Pre-School Learning Alliance (trading name Early Years Alliance) for the Best Start Lincolnshire: Early Years and Family Service, for up to 12 months to 30th June 2023. The value of the extension is £1,871,712.

A review is currently being undertaken of the Commissioned Early Years Services, which includes the Best Start Lincolnshire: Early Years and Family service, but the timescales for the review completion have been delayed by the impact of the Covid-19 pandemic and a number of interdependencies that have also been impacted by Covid-19, including timescales for any potential re-procurement of an Early Years and Family Service.

Recommendation(s):

That the Executive approves an extension to the contract for the Best Start Lincolnshire: Early Years and Family Service with Pre-School Learning Alliance for up to a maximum of 12 months from 1st July 2022 to 30th June 2023 (9 months initially to 31st March 2023), whilst the Commissioned Early Years Services review is concluded.

Alternatives Considered:

1.	Do nothing. This is not a viable option as the current contractual arrangement will expire on 30 th June 2022 and until the review has concluded it is not yet possible to determine if no future service delivery is required.
2.	Decommissioning. This is not a viable option as decommissioning of the service is likely to result in a gap in provision that won't have been properly considered until the review has concluded. This would be likely to put pressure on other

	existing services and could also result in the Council not meeting its statutory duties under Section 3 of the Childcare Act 2006.
3.	Influencing. Commercial aspects of the service cannot be delivered without funding and it is not feasible to think that the service could be delivered through influence alone.
4.	Insourcing. This is not a viable option until the outcome of the review is known and recommended model(s) identified and agreed.
5.	Procurement. This is not a viable option at this time and it is not a viable option to procure a service for a one year period. Further work on the review and Council reporting needs to be completed before the final model for any future Early Years and Family service is agreed.

Reasons for Recommendation:

Extending the contract for up to 12 months (9 months initially) will allow the Council to complete a robust review of service requirements and based on clear evidence, agree what service is needed in the future. The initial 9 months extension will allow the Council to include in the review another children's commissioned service, the Kids Crèche Service, which is also delivered within Children's Centres and supports children with disabilities aged 0 to 5 years and which will cease on 31st March 2023. To allow the services to be seen in the round, it is prudent to align contract end dates. The additional further 3 month extension will only be invoked if absolutely necessary and in agreement with the Executive Director of Children's Services in consultation with the Executive Councillor.

The Covid-19 pandemic delayed the progress of the review of Commissioned Early Years Services and the pandemic has impacted on which services have been using Children's Centres. Pre-Covid-19, the Best Start Lincolnshire: Early Years and Family Service was delivered from Children's Centres, which have been used to deliver more health related services for families during the pandemic, e.g. Health Visiting and Midwifery appointments. Following a report presented to Children's Services Directorate Leadership Team (DLT) on 17th March 2021 it was agreed that the future use of Children's Centres needs to be clarified prior to a new commissioned model for early years services being decided. Children's Centres were only able to deliver in person Health Visiting and Midwifery support during the height of the pandemic; a strategic steer on their use post Covid-19 has been provided recently which clearly recognises the real need for early years services to return to face to face support.

More time is required to consider what services are needed post Covid-19 for a generation of very young children and their parents/carers that have universally missed out on social interaction and potentially key development opportunities. More time is also needed to consider the newly published Public Health England Healthy Child Programme which was delayed, which there are interdependencies with the Best Start Lincolnshire: Early Years and Family Service.

If re-procurement of the service is a recommended option, a procurement process will

be conducted for this service, but until a final commissioned model is identified and agreed it is not possible to meet the timescales required for gaining agreement for this through Council decision making processes and undertaking a procurement process before the end of this contract.

If an extension was not agreed, it is likely that the Council would have to consider re-commissioning based on the current model for up to a one year period. This would disadvantage service users and staff significantly if a new provider was awarded the contract for up to one year, due to the impact of transitioning to a new service at short notice. It is also likely the market response would be low due to the short time of the contract. There would be a higher risk of the contract and service being ineffective. This is a financial and reputational risk to the Council and could increase pressure on other existing internal and commissioned services. In addition, the likelihood is that costs associated with delivering the service would be higher due to the short-term period of the contract.

The recommendation provides the Council with a solution which protects the interests of the Council and maintains provision for young children and their families, including vulnerable groups of children, whilst the review of Commissioned Early Years Services is properly concluded and a final model for any future procurement is agreed.

1. Background

A commissioning review of Commissioned Early Years Services commenced in August 2020 which included the Best Start Lincolnshire: Early Years and Family Service. This review had been delayed in starting whilst staff were focussed on other priorities relating to the Covid-19 pandemic.

The review was anticipated to be concluded by April 2021, however, following review board meetings and a paper presented to Children's Services Directorate Leadership Team (DLT) on 17th March 2021, it was agreed that the review needs to be extended in order for key relevant interdependencies such as the future use of Children's Centres to be considered and defined in order to inform a future commissioning model.

Best Start Lincolnshire: Early Years and Family Service is delivered by Early Years Alliance (trading name of the Pre-school Learning Alliance) via a Contract for Services following an open tender process which also included the Best Start Lincolnshire: BME Inclusion Service. The Early Years and Family Service commenced 1st July 2017, alongside the Best Start Lincolnshire: BME Inclusion Service, and has been extended to its current maximum term to 30th June 2022. The current annual value of the contract is £1,871,712.

The Early Years and Family Service provides early childhood activities across Lincolnshire that support children's early development and their parents and carers positive parenting skills/techniques. Delivery encompasses play-based sessions focusing on different areas of child development to provide tailored support where needed, such as communication themed sessions. Service provision also includes delivery with other professionals such as

midwifery, e.g. antenatal top tips sessions. Services are mainly delivered from Children's Centres, however, during Covid-19, delivery has mainly been through virtual platforms, with some outdoor face to face delivery where Covid-19 restrictions have allowed.

The Covid-19 pandemic has had a huge impact on the delivery of the Early Years and Family Service and many other interdependent services. As England moves forward with the Government's 4-step plan out of the current lockdown more face to face groups have commenced and further groups are planned in accordance with Covid-secure guidelines. It is highly likely that there will be a permanent change to the way the Early Years and Family Service is delivered in the future. However, key interdependencies relevant to the delivery of this Service such as the Healthy Child Programme and other related services such as the Kids Crèche Service, along with the findings from the Commissioned Early Years' Service review first need to be considered before any recommendations on a future model can be identified.

The Best Start Lincolnshire services support the Council's statutory duty under Section 3(2) of the Childcare Act 2006 in relation to making arrangements to secure integrated early childhood services and maximising the benefit of those services to parents, prospective parents and young children.

In addition to Section 3 there are several other Sections of the Childcare Act 2006 linked to the provision of Children's Centres and are outlined below:

- **Section 1:** Duty on local authorities to improve the well-being of young children in their area and reduce inequalities between them.
- **Section 2:** Explanation of the meaning of early childhood services.
- **Section 3:** Duty on local authorities to make arrangements to secure that early childhood services in their area are provided in an integrated manner in order to facilitate access and maximise the benefits of those services to young children and their parents.
- **Section 5A:** Arrangements to be made by local authorities so that there are sufficient children's centres, so far as reasonably practicable, to meet local need.
- **Section 5C:** Duty on local authorities to ensure each children's centre is within the remit of an advisory board, its makeup and purpose.
- **Section 5D:** Duty on local authorities to ensure there is consultation before any significant changes are made to children's centre provision in their area.

As well as the above statutory duty the services in scope of the review support other Local Authority statutory responsibilities in relation to:

- the Children Act 1989 and 2004
- the Education Act 1996, 2002 and 2011
- the Care Act 2014
- the Working Together to Safeguard Children (2015)
- the Equality Act 2010
- the Special Educational Needs and Disability Regulations 2014
- the Special Educational Needs and Disability Code of Practice (0-25 years)
- the Autism Act 2009

- Ofsted – inspection of Children's Centres services for children and families (although this is currently under review)

As the final model and commissioning option for any future Best Start: Early Years and Family Service provision is still to be formally agreed, there is insufficient time to agree the final model, complete formal Council decision making and develop the tender documentation. All of which will need to have been completed by December 2021 in order to meet the required procurement timescales.

Although a new Contract, if commissioned would be above the threshold for UK procurement law, proceeding with a potential procurement in December 2021 before a final commissioning model is agreed is very likely to result in adverse financial outcomes for the Council due to potentially the right service not being procured at the right time, thus there is a risk of the service not effectively meeting the needs of young children and their families. Given that most of the Council's high value contracts are for at least three to five years the adverse financial impact of procuring an insufficient service is likely to be significant.

Finance

The current overall contract value for the Best Start Lincolnshire: Early Years and Family Service between 1st July 2017 and 30th June 2022 is £9,358,560.

The current financial year commitment for the 2022/23 financial year is £467,928 and the further financial commitment required to further extend the contract is as follows:

- 2022/23 financial year: £1,403,784
- 2023/24 financial year: £467,928

Should the full 12 months extension be required, the overall additional financial commitment required would be £1,871,712 and the total overall contract value would increase from £9,358,560 to a maximum of up to £11,230,272. This is within the current allocated budget.

2. Legal Issues:

Procurement

Exceptions to the normal tendering routes are provided for in the Contract Regulations and are set out in paragraph 3.5 of the Contract Regulations. An exception permits an alternative route to the normal tendering route to be adopted, for example, by allowing a contract to be placed by direct negotiation with one or more Economic Operators or securing fewer quotations for RFQs.

Chief Officers have the authority, under the Contract Regulations, to approve an alternative procurement route where the contract has an Estimated Total Contract Value

between £10,001 and £249,999, subject to the Chief Officer consulting with their Executive Councillor on all exceptions where the contract value exceeds £75,000.

An Executive Councillor has the power to approve an extension of a contract as set out in this report where an Estimated Total Contract Value between £250,000 and the Light Touch Regime Threshold (currently £663,540).

The Executive has the power to approve an extension of a contract with an Estimated Total Contract Value over the Light Touch Regime Threshold.

Although the value of the extension is above UK Procurement Law the Public Contract Regulations 2015, allow for a modification to lawfully extend a contract where certain conditions set out in the regulations are met. In this instance, it has been determined that Regulation 72 (1) (e) can be applied to allow for the lawful extension of the Best Start Lincolnshire: Early Years and Family Service contract as set out in this report.

Preparations in the meantime will commence to allow for a legally compliant process to take place in advance of the expiry date of the extended contract, should the conclusion of the review identify this as the recommended commissioning option.

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 extension of the Best Start Lincolnshire: Early Years and Family Service contract will allow future decisions to be made that ensure the right service will be procured at the right time in order to effectively meet the needs of Lincolnshire children and their families. There are no adverse impacts identified for any groups with protected characteristics based upon this decision as the contract will be extended on the same basis as currently.

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

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

Poor social and emotional capabilities increase the likelihood of mental health problems, a decrease in physical health and wellbeing and can lead to a poor quality of life and lower educational attainment. Ensuring the right support is available at the right time for children and families are essential to effectively meeting their needs, including support within the early years in order to improve children's development and their future life chances.

The Best Start Lincolnshire: Early Years and Family Service supports the Early Years topic of the JSNA in relation to raising the Good Level of Development (GLD) of Lincolnshire children aged 0 to 5 years and achieving at least the expected level of development in the early learning goals outlined in the Early Years Foundation Stage (EYFS) curriculum by the time they finish their reception year.

By having skilled and trained staff who can deliver high quality early education sessions and support parents/carers to enhance their knowledge and home learning for their children, will support children to develop to their full potential and therefore be 'ready for school', improving their outcomes and closing the gap in equality.

Crime and Disorder

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

There is limited impact to crime and disorder, but by extending the contractual arrangements with Pre-school Learning Alliance, it will ensure that children have access to quality early years provision, thus raising attainment and building the foundations for their future academic learning and subsequently the ability to engage within society and their community.

3. Conclusion

It is recommended that an exception to the Council's Contract Regulations is agreed and an extension of the contract for up to a maximum of one year to 30th June 2023 to Pre-school Learning Alliance for the provision of the Best Start Lincolnshire: Early Years and Family Service is approved.

4. Legal Comments:

The Council has the power to approve the extension proposed.

The decision is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

The recommendation in the report is to make an exception to the Council's Regulations to enter into a direct contractual agreement to award a contract extension from 1 July 2022 for up to 12 months to 30 June 2023 (9 months initially to 31st March 2023) with the Pre-School Learning Alliance for the Best Start Lincolnshire: Early Years and Family Service. The reason for the recommended extension is because of the impact from the Covid-19 pandemic in completing the review thoroughly due to staff focusing on more immediate priorities, and a number of interdependencies have also been impacted by Covid-19. The extension will therefore allow the Council to complete a robust review of service requirements and based on clear evidence, and agree what service is needed in the future.

The continuation of the service provision will provide support for children and parents, and also supports the Council's statutory duty under Section 3(2) of the Childcare Act 2006.

The service is currently funded as a base budget through Council core funding. The financial constraints facing Local Authorities mean it is imperative that the right support offer is provided to children and young people and that it delivers best value.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This will be considered by the Children and Young People's Scrutiny Committee at its meeting on 25 June 2021 and the comments of the Committee will be reported to the Executive at its meeting on 6 July 2021

d) Risks and Impact Analysis

Yes

Pre-School Learning Alliance (trading name Early Years Alliance) is the current provider for the Best Start Lincolnshire: Early Years and Family Service. The Public Contract Regulations 2015, Regulation 72 (1) (e) allows for the lawful extension of the Best Start Lincolnshire: Early Years and Family Service, where the modifications, irrespective of their value, are not substantial. The modification does not render the contract materially different in character to the one originally concluded; it does not introduce conditions which would have impacted on the original procurement process; it does not alter the economic balance of the contract as although the contractor will receive additional payment they will also be required to deliver the same services on the same terms; and it does not change the identity of the contractor. The Best Start Lincolnshire: Early Years and Family Service contract will be extended for a period which equates to some 20% of the original contract duration and therefore the modification does extend the scope of the original contract. However this change in scope is not considered to be considerable in proportion to the original contract duration. It is therefore anticipated there is a low risk of successful legal challenge.

To extend the current contract will ensure that the service provision is maintained, with no impact on service users, whilst the review of the Commissioned Early Years Services is concluded. To do nothing or to procure a service too soon is likely to cause a bigger risk to the Council as undertaking re-procurement too early could result in the wrong service being procured at the wrong time, which is likely to create a financial and reputational risk to the Council and increase pressure on other existing internal and commissioned services.

7. Background Papers

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

This report was written by Sara Gregory and Melissa Cullingham who can be contacted via email at saraj.gregory@lincolnshire.gov.uk or melissa.cullingham@lincolnshire.gov.uk.

Open Report on behalf of Andy Gutherson - Executive Director for Place

Report to:	Executive
Date:	06 July 2021
Subject:	Re-painting and Maintenance Works to Cross Keys Swing Bridge
Decision Reference:	I022021
Key decision?	Yes

Summary:

Approval is sought to carry out re-painting of the superstructure and other maintenance works to Cross Keys Swing Bridge, carrying the A17 over the River Nene at Sutton Bridge.

Recommendation(s):

That the Executive:

- 1) approves the carrying out of a scheme of re-painting of the superstructure and other maintenance works to Cross Keys Swing Bridge.
- 2) delegates to the Executive Director for Place in consultation with the Executive Councillor for Highways, Transport and IT, authority to approve the form and entering into of any contractual documentation necessary to give effect to the Scheme.

Alternatives Considered:

Do Nothing. Not to carry out these works will allow further deterioration of the bridge and therefore increase maintenance scheme costs at some later date. This bridge represents a significant risk to Lincolnshire County Council and the regional highway network, it is important that it is adequately maintained.

Reasons for Recommendation:

To keep Cross Keys Swing Bridge in a fit and safe, serviceable condition. Maintenance at this time should be viewed a critical investment in the highway network.

1. Background

Cross Keys Swing Bridge was built in 1897. It is a Grade II* Listed Building.

The bridge was built to carry a road and a railway line over the River Nene at Sutton Bridge. It is now owned and maintained by Lincolnshire County Council and carries the A17 on two carriageways.

The bridge 'swings' to open the River Nene to large shipping traffic (closing the A17 when doing so). The County Council, as owners of the bridge, is legally obliged to ensure this access to navigation traffic on demand, and this access is essential for the viability of the commercial Port of Wisbech (10km upstream).

The County Council has a planned inspection and maintenance regime for the routine servicing of the mechanical, hydraulic, and electrical operating systems of the bridge, in order to ensure it is kept serviceable so far as can be predicted (there are occasions when reactive repairs are also required, such as when a component fails without warning, but the County Council does all that is reasonable to avoid such eventualities).

Periodically, larger maintenance operations are also required in order to ensure the lifespan of the bridge is maximised. One of the operations required in this respect is the re-painting of the superstructure.

Without an adequate paint system to act as a barrier, the structural steel members from which the bridge is built would be prone to corrosion. Cross Keys Swing Bridge crosses a tidal river and is therefore subject to marine salts which act to further accelerate corrosion. Ultimately, if unchecked, corrosion would reach a stage at which the integrity of individual members, and potentially the strength and operability of the whole bridge, would be compromised. This would add significantly to the risks the bridge already poses.

Action taken now will retain and improve the protection offered against corrosion.

It should be noted that, whilst it is deteriorating, not all the existing paint system has failed. There are significant areas of the current paint system which appear to have survived in reasonable condition since the last major re-painting operation. Corrosion and failure of the paint system is most noticeable at connections between members and inaccessible parts of the structure (many of these connections being the most critical parts of the bridge in structural terms).

For this reason, we have commissioned a specialist survey into the integrity of the current system in different locations on the bridge. This will enable us to target full cleaning and repainting at only the most vulnerable locations, whilst just applying a fresh topcoat to all other areas, to add to the remaining lifespan of the paint system currently in place.

It is felt that whilst this approach does not provide a full renewal of the paint system, it offers an appropriate balance between full blast cleaning and repainting of the whole

bridge and good value for money. It is also the most sustainable approach in terms of waste and carbon footprint during the works.

Works will require extensive temporary scaffolding, and detailed consideration of how best to work whilst the bridge remains operational for both the A17 and the navigable River Nene.

Traffic flows on the A17 will be restricted to two-way temporary signal control. This will be manually controlled to give extended green times to clear backlogs of traffic by reducing unproductive 'all red' periods. There will also be advanced signing at major junctions between the A1 at Newark and the A47 at King's Lynn, advising through traffic of the potential delays and suggesting an alternative through route be taken.

Consideration of a full road closure and diversion via Wisbech has been given, but the above arrangement is favoured by local businesses, and in trials during earlier short duration maintenance operations, particularly the resurfacing in September 2019, it appeared to be reasonably successful in mitigating long delays.

It is anticipated at this stage, that a pedestrian thoroughfare over the bridge will be maintained throughout the works, but this is subject to detailed design considerations, to ensure public safety.

The works are planned to take place in 2022. Starting at the end of February and potentially lasting until the beginning of July. Winter months are not suitable for repainting, but the first few weeks of this period will be taken up with constructing temporary works for access. The intention is to complete works before the school summer holidays thus avoiding increased holiday traffic between Lincolnshire and Norfolk, and also avoiding any impact on the additional agri-food haulage experienced in and after harvest time later in the summer.

There is a risk that the works will coincide with other planned works in Wisbech. Negotiations are underway with Cambridgeshire County Council and other highway authorities to mitigate the risk by careful co-ordination. As a last resort it may be necessary to delay the works to Cross Keys Swing Bridge by a year.

Works are expected to cost in the region of £1m to £1.5m (the current estimate being £1.34m). Much of this being spent on temporary access and dealing with keeping the bridge operational for navigation traffic and open to one lane of highway traffic. Design fees will be in the region of £35,000 and site supervision in the region of £40,000. **Total scheme cost £1,075,000 to £1,575,000.** This will be funded from the 2021/22 Bridges (Highways Asset Protection) Capital Budget.

Consideration of the most efficient and cost beneficial route of procurement has been given and has been discussed and approved by the Commercial and Commissioning Board (8 April 2021).

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.

An Equality Impact Assessment has been undertaken and is appended to this report.

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

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

Consideration has been given to the JSNA and the JHWS and there not considered to be significant impacts on the health and wellbeing of the people of Lincolnshire.

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 works outlined above are not considered to have an impact on Section 17 of the Crime and Disorder Act 1998 matters.

3. Conclusion

Following consideration of the report, the Executive is requested to consider whether to approve the approves the carrying out of a scheme of re-painting of the superstructure and other maintenance works to Cross Keys Swing Bridge and to approve delegating to the Executive Director for Place in consultation with the Executive Councillor for Highways, Transport and IT, authority to approve the form and entering into of any contractual documentation necessary to give effect to the Scheme.

4. Legal Comments:

The Council has the power to pursue the Scheme proposed.

The decision is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

The scheme proposed in this report is included in the programme of works funded by the Department for Transport Highways Asset Protection Grant and budgeted for in the Council's approved 2021/22 Capital Programme.

As work is planned to span the financial year-end, it will be necessary to carry-forward funding into 2022/23.

6. Consultation

a) Has Local Member Been Consulted?

Yes

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Highways and Transport Scrutiny, which met on 28 June 2021, supports the recommendations to the Executive. The Committee is pleased to see that single file traffic over the bridge would continue during the works, rather than relying solely on a diversion route.

d) Risks and Impact Analysis

Yes

e) Risks and Impact Analysis

See main body of the Report.

7. Appendices

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

Appendix A	Equality Impact Analysis
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8. 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 Richard Waters, who can be contacted on 01522552937 or richard.waters@lincolnshire.gov.uk.

Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

****Please make sure you read the information below so that you understand what is required under the Equality Act 2010****

Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010

Section 149 requires a public authority to 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 relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

The Lead Officer responsibility

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

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Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background Information

Title of the policy / project / service being considered	Re-painting and Maintenance Works to Cross Keys Swing Bridge	Person / people completing analysis	Richard Waters
Service Area	Place (Technical Services Partnership)	Lead Officer	Andy Gutherson, Executive Director of Place
Who is the decision maker?	Cllr M Hill, OBE, Leader of the Council	How was the Equality Impact Analysis undertaken?	Desk Study
Date of meeting when decision will be made	22/06/2021	Version control	1.0
Is this proposed change to an existing policy/service/project or is it new?	New	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Commissioned
Describe the proposed change	The proposed works are to re-paint Cross Keys Swing Bridge and carry out other maintenance works to it. The change this poses is that for the duration of the works (currently programmed 28/02/2022 to 01/07/2022) there are likely to be significant traffic delays on the A17 approaches to the bridge, and subsequent delays in Sutton Bridge. There may also be increased traffic in Long Sutton as drivers seek to avoid delays on the A17.		

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state 'no positive impact'.

Age	No positive impact.
Disability	No positive impact.
Gender reassignment	No positive impact
Marriage and civil partnership	No positive impact
Pregnancy and maternity	No positive impact
Race	No positive impact
Religion or belief	No positive impact

Sex	No positive impact
Sexual orientation	No positive impact

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Benefit to LCC and the wider travelling public in terms of increased longevity of Cross Keys Swing Bridge

Adverse/negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state 'No mitigating action identified'.

Age	As elderly people may be more likely to need to attend the nearest hospital there is the possibility that they may be more adversely impacted by the delays caused by the traffic management. This particularly applies to people living on the Lincolnshire side of the bridge who want to attend the nearest hospital in King's Lynn. It is anticipated that blue light vehicles will be able to negotiate the traffic management delays faster than other vehicles (the works will be under manually over-ridden traffic signal control, the road will not be closed).
Disability	As people with disabilities may be more likely to need to attend the nearest hospital there is the possibility that they may be more adversely impacted by the delays caused by the traffic management. This particularly applies to people living on the Lincolnshire side of the bridge who want to attend the nearest hospital in King's Lynn. It is anticipated that blue light vehicles will be able to negotiate the traffic management delays faster than other vehicles (the works will be under manually over-ridden traffic signal control, the road will not be closed).
Gender reassignment	People within this protected characteristic will not be impacted differently to other members of the public. No mitigating action identified.
Marriage and civil partnership	People within this protected characteristic will not be impacted differently to other members of the public. No mitigating action identified.

Pregnancy and maternity	As pregnant women may be more likely to need to attend the nearest hospital there is the possibility that they may be more adversely impacted by the delays caused by the traffic management. This particularly applies to people living on the Lincolnshire side of the bridge who want to attend the nearest hospital in King's Lynn. It is anticipated that blue light vehicles will be able to negotiate the traffic management delays faster than other vehicles (the works will be under manually over-ridden traffic signal control, the road will not be closed).
Race	People within this protected characteristic will not be impacted differently to other members of the public. No mitigating action identified.
Religion or belief	People within this protected characteristic will not be impacted differently to other members of the public. No mitigating action identified.
Sex	People within this protected characteristic will not be impacted differently to other members of the public. No mitigating action identified.
Sexual orientation	People within this protected characteristic will not be impacted differently to other members of the public. No mitigating action identified.

If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

The main negative impact will be on the wider travelling public who use the A17 and cross the bridge. Local agri-food industry hauliers in particular may suffer from delays to traffic flows. To help to mitigate delays, LCC carried out tests of alternative traffic management systems on the bridge, during some earlier essential maintenance works in 2020. During these trials it was found that the best way to maximise flows over the bridge was to operate under two way traffic signal control, but the control was continually manned (except at night when flows are considerably lower) so that longer green periods could allow backlogs to clear and minimise all red times on the signals. The works have been timed to mitigate potential damage to the tourist industry and the additional traffic flows created during the summer holiday period between Lincolnshire and Norfolk. To further mitigate delays, it is intended to install signs at major junctions within Lincolnshire and Norfolk advising through traffic to use alternative routes.

Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at consultation@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

Objective(s) of the EIA consultation/engagement activity

Desk top analysis.

The local member has been contacted to ask if there are any specific community groups which he might be aware of that should be consulted.

Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic

Age	
Disability	
Gender reassignment	
Marriage and civil partnership	
Pregnancy and maternity	
Race	
Religion or belief	

Sex	
Sexual orientation	
<p>Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way?</p> <p>The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	<p>There will be a great deal of advanced publicity surrounding this scheme, including press and social media targeting, which will be intended to give people advance warning so that alternative arrangements can be made if necessary</p>
<p>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</p>	<p>Complaints and feedback will be monitored via the CSC and, where picked up by the Communications Team, via social media. These can be evaluated as work progresses.</p>

Further Details

Are you handling personal data?	<p>No</p> <p>If yes, please give details.</p>
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Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Planned publicity	Richard Waters	Starting in July 2021 and including the run up to the works and during the works (February to July 2022).

Version	Description	Created/amended by	Date created/amended	Approved by	Date approved
1.0	Version to be submitted with Executive Report	Richard Waters	Created 01/03/2021		

Examples of a Description:

'Version issued as part of procurement documentation'

'Issued following discussion with community groups'

'Issued following requirement for a service change; Issued following discussion with supplier'

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

Report to:	Executive
Date:	06 July 2021
Subject:	One Council Commissioning Framework
Decision Reference:	I022263
Key decision?	No

Summary:

The Council has an opportunity to set out its ambition for commissioning, enabling us to fulfil the expectations of our communities through delivering to our Corporate Plan.

Our One Council Commissioning Framework outlines our definition of commissioning and our vision, aim and principles.

It was presented to the Executive on 7 April 2021 when Executive Councillors raised some points and asked for further work to be done and the report to be presented back to the new Executive for further consideration.

As a result changes have been made to the One Council Commissioning Framework which are set out in red in Appendix A.

Recommendation(s):

That the Executive approves the One Council Commissioning Framework in Appendix A.

Alternatives Considered:

Retain the existing approach to commissioning with no change.

The advantages would be:

- It is reasonably well understood.

The disadvantages would be:

- It denies us the opportunity to add to and improve our approach.
- It prevents us from more closely reflecting the Corporate Plan in a One Council approach.

Reasons for Recommendation:

The proposed new Commissioning Framework creates a vision and an ambition for Council commissioning closely aligned to the Corporate Plan and puts residents at the centre of what we do. At the same time it retains the key strengths of the current approach and benefits from consideration of the approaches taken by other authorities.

1. Background

- 1.1 In 2020, the Council undertook a piece of work with external consultants, Impower, to review the current commissioning model and overall approach in use across the Council to consider how current commissioning practices could be more effective. This was partially in response to the Peer Review in December 2019 which found that commissioning activity within the Council could be improved by placing it in a 'One Council' corporate context. The Impower work also noted the scope for having a consistent and common ambition for and approach to commissioning.
- 1.2 Currently the Council has a definition of what commissioning is and some principles which underpin it which have not been reviewed for a number of years. There is no commissioning vision or overall objective and it does not reflect the Council's Corporate Plan.
- 1.3 An officer commissioning group was set up with a senior representative from each Directorate. It reviewed the work of other councils who had looked at commissioning recently and found some common themes including:
 - The continued use of the Analyse, Plan, Do, Review model.
 - A focus on outcomes and evidence based decision making.
- 1.4 The Framework at Appendix A retains some of the existing Council approach such as the four stages of commissioning (Analyse, Plan, Do, Review). However the biggest influence has been the Council's Corporate Plan and the proposed new commissioning framework closely mirrors that with an increased emphasis on listening, collaboration and partnership, supporting local business and the environment.
- 1.5 At the Executive on 7 April 2021 points were raised about:
 - no or insufficient reference to cost effectiveness and choice;
 - how the commissioning principles would be applied;
 - what championing Lincolnshire meant;
 - not innovating or using technology for the sake of it.
- 1.6 Further comments were received from the Corporate Leadership team (CLT), in particular the need to work closely with the NHS Lincolnshire Clinical Commissioning Group on health and social care commissioning to develop an integrated care system when opportunities present.

1.7 As a result changes have been made to the proposed Commissioning Framework as set out in Appendix A.

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 draft Commissioning Framework sets out the guiding vision and strategic ambitions for commissioning across the Council. It is expected to impact positively on people with a protected characteristic as set out below. No negative impacts on people with protected characteristics have been identified and this will be in part because of the overarching nature of the Framework. It is more likely that these will be identified as a result of specific commissioning activity under the Framework and at that time due regard to the Council's equality duties will be given.

The creation of a new One Council Commissioning Framework, establishing a vision, aim, key principles and defining commissioning in the context of the Corporate Plan will link commissioning more closely to delivery on the key strategic ambitions of the Corporate Plan many of which are aimed at improving outcomes for older people and young people and those with a disability. At the same time under the proposed One Council Commissioning Framework the Council is committed to improving services to service users any of whom may have protected characteristics by:

- Listening more to its residents to better understand needs and aspirations and to shape services accordingly to improve outcomes.
- Maximising independence.
- Increasing integration in the commissioning of services to reduce gaps in services.
- Improving the way we commission services to help make public funding go further in the provision of services.
- 'Buying local' to support and strengthen the county's economy and those people with protected characteristics working in the local economy.

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 contents of the draft Commissioning Framework have had due regard to both the JSNA and the JHWS and will support delivery of the Corporate Plan which contains ambitions for the health and wellbeing of the Council's area and residents.

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.

Due regard has been had to crime and disorder matters. The Commissioning Framework will apply across the Council's services including those in the area of public protection which deal with crime and disorder reduction.

3. Conclusion

3.1 The draft new One Council Commissioning Framework in Appendix A outlines our definition of commissioning and our vision, aim and principles. It is closely aligned to the Council's Corporate Plan and puts residents at the centre of what we do whilst seeking to build our locality.

4. Legal Comments

The Council has the power to adopt the proposed Commissioning Framework.

The decision is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments

This report outlines our One Council Commissioning Framework and as such does not directly impact on the Council's resources. However the application of the framework will impact on the Council's finances and it is expected that these impacts will occur through our normal budget and spend processes.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Overview and Scrutiny Management Board at its meeting on 1 July 2021 and the comments of the Board will be reported to the Executive.

d) Risks and Impact Analysis

The equality impact is referred to above.

There is a risk that the Commissioning Framework is developed and then "put in a drawer". This risk is mitigated by the high level of engagement with and from all

areas of the Council in developing the Framework but it will continue to depend on strong management buy in.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	LCC One Council Commissioning Framework

8. Background Papers

The following Background Papers within section 100D of the Local Government Act 1972 were used in the preparation of this Report.

Document title	Where the document can be viewed
Lincolnshire County Council Corporate Plan	Link to Corporate Plan
Lincolnshire County Council Corporate Peer Challenge Feedback Report September 2019	Link to Feedback Report
Report to the Executive - 7 April 2021	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&MId=5753
Decision by the Executive – 7 April 2021	https://lincolnshire.moderngov.co.uk/ieDecisionDetails.aspx?ID=691

This report was written by Sophie Reeve, Assistant Director - Commercial, who can be contacted on sophie.reeve@lincolnshire.gov.uk.

Lincolnshire County Council One Council Commissioning Framework

What do we mean by Commissioning?

“Commissioning is the process for deciding how to use the total resources available to meet needs and improve outcomes in the most efficient, effective and sustainable way.”

We are a local authority, offering our residents and communities the services they need, operating in a political environment with statutory obligations that we must fulfil, including supporting and safeguarding our most vulnerable residents. Our Corporate Plan demonstrates our ambition for Lincolnshire, the outcomes we aspire to achieve and our One Council approach – working consistently as one team for Lincolnshire. All commissioning takes place within this context.

Commissioning is an important part of what we do and shapes so many of our interactions with our residents and communities. It is the process by which the needs and demand of our residents and communities are analysed, plans are put in place, services are delivered and all outcomes are monitored.

The commissioning process enables the Council to decide how to use the total resources available (including finances, physical assets, data, providers, workforce, community assets and our residents) to meet needs and improve outcomes in the most efficient, effective and sustainable way **which is cost effective and affordable and which makes best use of the scarce public pound in Lincolnshire.**

Public bodies achieve their objectives through a variety of routes, including delivering services themselves, purchasing from external organisations (contracting with our suppliers) or by influencing and working with partners as part of a Lincolnshire-wide approach or by enabling individuals to commission their own services for example through direct payments, or a combination of these. In broad terms this process can be described as ‘commissioning’.

The commissioning cycle is a continuous process that supports the development of new services and their ongoing improvement to meet the needs of service users. Commissioning comprises a range of activities across four key stages:

- **Analyse** – Understanding the type and volume of people's needs, identifying priorities and outcomes that are to be met, using forward-looking projections & modelling based on evidence, intelligence and analysis which provides insight into the consequences (both financial and in population outcomes) of commissioning decisions;
- **Plan** – Reviewing options for delivery based on known and future needs, to select the best way forward, designing and planning services to meet our intended outcomes and manage demand, choosing the best delivery model so that people's needs can be met in the most effective, efficient and sustainable ways;

- **Do** – Securing and implementing the chosen delivery model to achieve the desired outcomes, finding the right partners or suppliers if external provision is appropriate; and
- **Review** – Managing, reviewing and monitoring the service for customer experience, quality and value to evaluate the impact of the intervention and provide evidence informed reports to decision makers on how well needs and outcomes are being met over time and how these may be changing.

Our vision

When we commission services, we will tailor services to the needs of our residents and communities, seeking to maximise independence, build resilience, enhance every individual's strengths **and provide choice where possible (notably in social care)**. We will use an intelligence informed approach which manages demand and maximises Lincolnshire's resources **cost effectively**, through joining up services with partners where appropriate and possible.

Our overarching aim

We will use the Council's purchasing power ethically and fairly to secure social value, promote economic productivity and local business growth, and support community needs and priorities so that people have the opportunity to enjoy life to the full and have high aspirations, whilst protecting the environment for the future.

Our guiding principles

The following principles will be considered during the commissioning process, to guide and inform our decision making. There is no hierarchy, and the principles will need to be balanced against each other on a case by case basis.

- **Resident focused** – We will listen to residents and communities to better understand the needs and aspirations of Lincolnshire's people and to shape services accordingly.
- **Intelligence informed** – All aspects of commissioning will be forward looking and informed by robust evidence, analysis, intelligence, projections and modelling.
- **Working in partnership** – We will make best use of Lincolnshire's resources by co-commissioning and co-producing solutions with our partners, communities and suppliers, where opportunities present **and in particular in relation to health and social care commissioning with the NHS Lincolnshire Clinical Commissioning Group with the emphasis on the development of an integrated care system.**
- **Delivering good value outcomes** – We will commission for sustainable and effective outcomes for Lincolnshire, offering safe, affordable, quality services and good value (*outcomes – the direct results or benefits for individuals, families, groups, communities, organisations, and/or systems*).
- **Championing Lincolnshire** – **Our commissioning will have regard to building our local economy, local sustainability, local communities and to support our local environment, providing information so local providers know how to submit responses to opportunities.**
- **Innovate** – We will ~~enhance our services~~ use technology **and innovate** to transform the way we meet customer and community need **when it is beneficial to do so.**

Our commissioning processes will be underpinned by the following principles:

- **Locally driven** – Councillors will be at the heart of shaping and making strategic decisions and ensuring commissioning delivers against the outcomes in our Corporate Plan.
- **Robustness** – Options appraisals will enable informed decision making and consider the best service delivery model from Council delivery in-house through to procuring external suppliers for delivery, **that makes best use of the scarce public pound in Lincolnshire, ensuring cost-effectiveness and affordability.**
- **Performance** – All those delivering services will be held accountable for effective service provision that delivers the required outcomes and meets the needs of our residents and communities.
- **One Council** - the commissioning cycle will be managed consistently across the Council.

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

Report to:	Executive
Date:	06 July 2021
Subject:	Performance Reporting Against the Corporate Plan Performance Framework 2020-2021 - Quarter 4
Decision Reference:	I021583
Key decision?	No

Summary:

This report presents an overview of performance for Quarter 4 (January – March 2021) against the Corporate Plan. Details on performance can be viewed on the Council's [website](#).

Recommendations:

That the Executive:

1. Considers and notes the Quarter 4 performance for 2020/21.
2. Approves the proposal to defer reporting of 2021/2022 Quarter 1 performance and to report Quarters 1 and 2 together in December as set out in this report.

Alternatives Considered:

1. No alternatives have been considered to recommendation 1 as it reflects factual information presented for noting and consideration.
2. The alternative to recommendation 2 is not to make any changes in reporting Quarters 1 and 2 as recommended in this report and instead to continue to report against the measures as published in the current success framework. However, without the recommended changes, these measures are not considered to assist the Executive in obtaining an accurate picture of the Council's performance.

Reasons for Recommendation:

1. To provide the Executive with information about Quarter 4 performance against the Corporate Plan.
2. To provide the Council time to consider the revised measures to go into the success framework, which will support the delivery of the priorities and ambitions in the Corporate Plan.

1. Background

- 1.1 The County Council approved the Corporate Plan (CP) 2020-2030 on 11 December 2019. Corporate Leadership Team and Assistant Directors then worked together to develop the Corporate Plan Success Framework (CPSF) 2020-2023 where they identified the developmental activities and Key Performance Indicators that would be undertaken during the first three year period of the 10 year CP, in order to achieve the four ambitions the Council has established in the CP. The content of the CPSF was then further developed and the Executive approved the Corporate Plan Performance Framework (CPPF) 2020/2021 on 6 October 2020. The CPPF contains performance indicators (PIs) and key activities against which performance/progress has been reported during 2020/2021 in order to demonstrate whether the Council is achieving the four ambitions for Lincolnshire as set out in the CP. Service level performance is reported to the relevant scrutiny committees and is published on the Council's [website](#).
- 1.2 The **four ambitions** are:
 - Create thriving environments
 - Enable everyone to enjoy life to the full
 - Provide good value council services
 - Support high aspirations
- 1.3 All of the four ambitions are 'On plan'. This is based on both the key activities and KPIs.
- 1.4 This report provides the Executive with highlights of Quarter 4 (Q4) performance of the performance framework. The full range of performance is hosted on the Council's [website](#). COVID-19 continues to have an impact on a number of activities and key performance indicators in the Corporate Plan Performance Framework and these are highlighted within this report.

1.5 Performance is reported by exception.

1.5.1 For **activities**, this includes those which are:-

- **Behind plan** - current milestones have not been achieved.
- **Ahead of plan** - achieved current milestones and forecast to achieve future milestones ahead of timescales.

Details of all activities including those On Plan (achieved current milestones and forecast to achieve future milestones within timescales) are available on the Council's [website](#).

1.5.2 For **KPIs**, this includes those where the **target** has:-

- Not been achieved.
- Been achieved but the direction of travel is of concern.
- Been achieved and service wants to celebrate success.

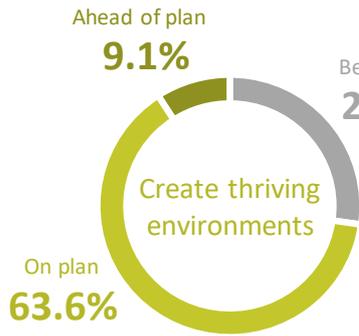
1.6 Headlines Quarter 4 Performance – Key Activities

1.6.1 Services have provided key milestones for each activity for 2020/2021. Progress is an objective judgement by the service against the milestones.

1.6.2 To summarise, of the 53 activities with milestones due to be reported in Q4, 66% (35), are either On plan or Ahead of plan. This is comparable with Q3 where 65% (22 out of 34) were either On plan or Ahead of plan.

8	Ahead of plan	Achieved current milestones and forecast to achieve future milestones ahead of timescales
27	On plan	Achieved current milestones and forecast to achieve future milestones within timescales
18	Behind plan	Current milestones have not been achieved)
53	On Plan	Overall performance of activities in Q4

1.6.3 Further information is displayed in the infographic below.

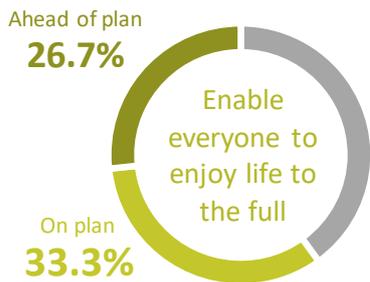


Activities

11

Ambition

On Plan

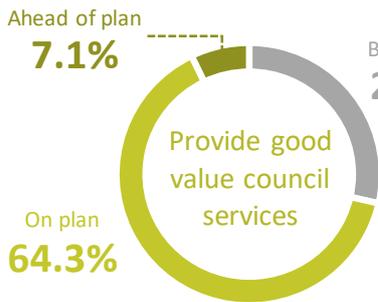


Activities

15

Ambition

On Plan

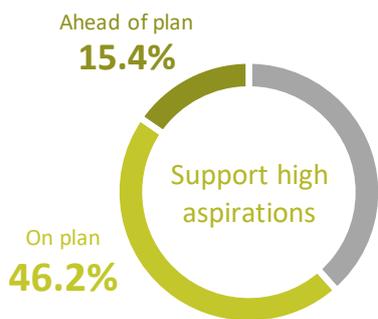


Activities

14

Ambition

On Plan



Activities

13

Ambition

On Plan

1.7 Summary of Key Activities impacted by COVID-19 in Q4

1.7.1 In Q4 the impact of COVID-19 is evident. Five of the 18 activities (compared with seven out of 12 in Q3) that are 'Behind Plan' have been impacted by COVID-19. In addition to this five activities have not be reported against in 2020/21 due to COVID-19. It is worth noting that one of the activities relating to delivery of the priorities of the Lincolnshire Road Safety Partnership has seen a 21% Reduction in Killed and Seriously Injured casualties (Ahead of Plan), however the service has

stated that caution is required due to the major impact of COVID-19 restrictions during 2020/2021. (A59)

Further details are provided in Appendix A and Appendix B and summarised below.

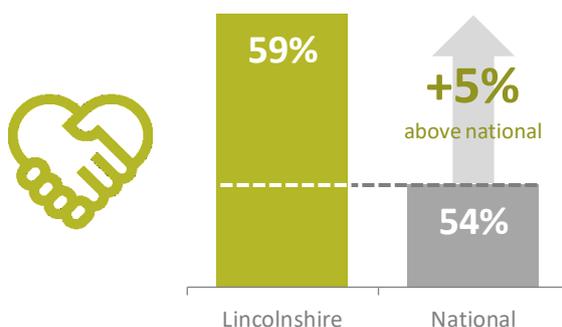
- Slight delay in the Joint Accommodation Strategy for Adults with Learning Disabilities, Mental Illness or Autism that will help to maximise people's independence which will be ready by end of June. (A24)
- Launch of the Early Childhood Strategy and reconvene the Early Childhood Services Strategy group to drive forward our ambitions. The Early Childhood Services Strategy group will reconvene by end of June. (A33)
- We have modified our ways of working due to COVID-19 to ensure we still deliver our SHERMAN Strategy, by making contact with Critical and High Risk members of the public. A number of changes to how referrals are initially managed have been made and with restrictions easing we are confident that the compliance rate will continue to increase into 2021/22. (A57)
- Additional access road on South Lincolnshire Food Enterprise Zone (SL FEZ) and Access roads for Skegness Business Park extension will be complete in May 2021. (A49)

1.7.2 Progress on activities that were Behind Plan in Q3

Generally performance in Q2 did not reflect the second national lockdown, however the impact of Lincolnshire being in Tier 4 during Q3 preceding the third national lockdown at the beginning of January was evident in Q3 performance. Some of the activities Behind Plan in Q3 were due to COVID-19. Progress is summarised in Appendix C.

1.8 Celebrating success - Key Activities that are ahead of plan in Q4 (achieved current milestones and forecast to achieve future milestones ahead of timescales) are detailed in Appendix D and a few highlights are shown below:-

59% Pupils with an Education, Health and Care (EHC) Plan had their special educational needs met in a mainstream setting A13



95.1% of children and young people requiring an EHC Needs Assessment had their Plan finalised within the 20 week timescale. The last published national data reported an England average of **60.4%** of assessments completed within timescale.



The Getting Building Fund award was secured for South Lincolnshire Food Enterprise Zone (SL FEZ). The Stage 1 feasibility study was delivered for converting some publicly-owned buildings in town centres, particularly on high streets, into multi-use facilities to increase footfall A16

Working with the District Councils to deliver greater accommodation choices for people who are unable to live in their own home. This will include a range of supported and extra care housing which is on track and the strategy has been written A23



The Children in Care Strategy has been reviewed A25

26

new foster carer households recruited by year end A26



A multi-agency Prevention Strategy to protect people from harm and to promote community wellbeing has been agreed by the Lincolnshire Safeguarding Adults Board. This includes the development and implementation of a 'team around the adult approach' to help improve engagement with Adults with complex needs A29

21%

Reduction in Killed and Seriously Injured on Lincolnshire roads, however caution is required due to the major impact of COVID-19 restrictions A59



- ✓ **£249,000** worth of Local Road Safety Schemes have been delivered
- ✓ **21,876** clients attended diversionary training courses

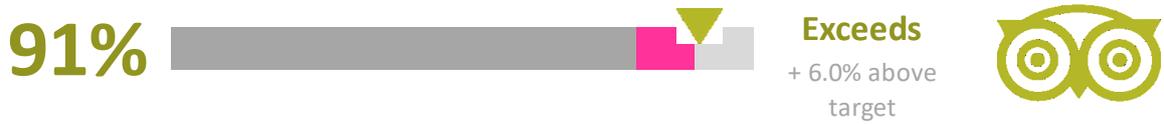
1.9 Key Performance Indicators (KPIs)

Of the 17 KPIs reported in Q4, seven can be compared with a target. Comparisons with Q3 are provided in brackets. Of those 86% (86%) met or exceeded the target:-

- 4 (3) exceeded the target
- 2 (3) achieved the target
- 1 (1) did not achieve the target

1.9.1 Ambition: Create thriving environments

Traveller review rating from Trip Advisor of excellent and/or very good PI 128



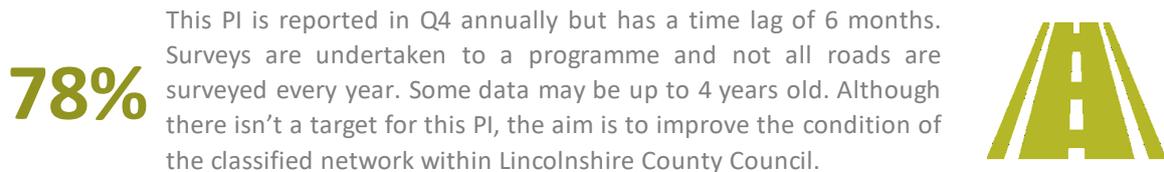
Percentage of superfast broadband coverage in Lincolnshire PI 141



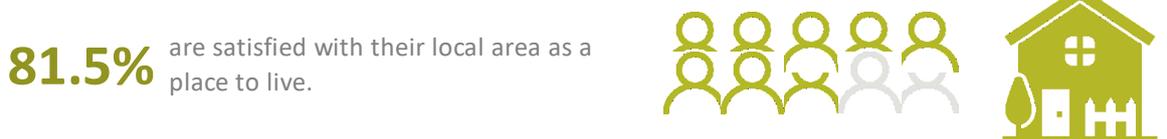
Number of schools with Ofsted rating of good or above PI 142



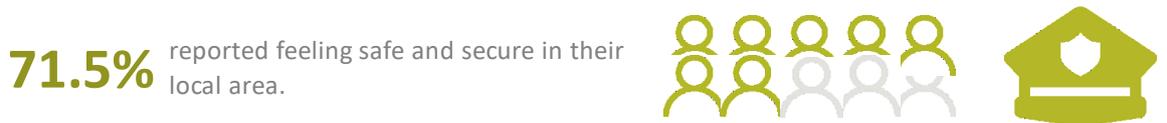
Percentage of classified roads in good condition (A, B & C roads) PI 146



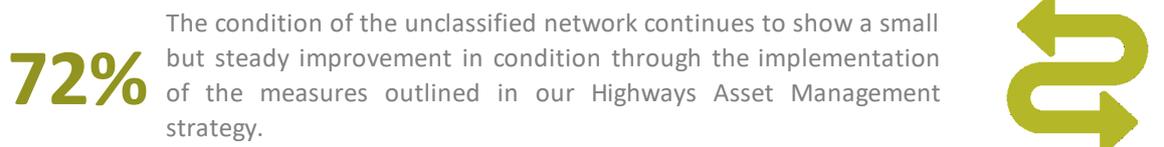
Residents' level of satisfaction with their area as a place to live PI 147



Residents' feedback on feeling safe and secure in their local area PI 148



Percentage of unclassified roads in good condition (minor roads) PI 159



1.9.2 Ambition: Enable everyone to enjoy life to the full

Percentage of adults with learning disabilities who live in their own home or with family PI 49



Percentage of children in care living within a family environment PI 138



Healthy life expectancy for Lincolnshire residents PI 139/40



1.9.3 Ambition: Provide good value Council services

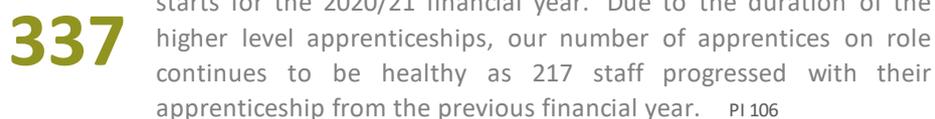
Percentage of employee turnover and benchmarked against other LA PI 91



Days lost to sickness absence per FTE PI 92



The Council has seen a drop in sickness for this 12 month period (6.38 days compared with a target of 7.5 days), largely as a result of the majority of the Council workforce working from home for three quarters of the year (April-December 2020).



179,406 Online transactions PI 149

There were 156,395 transactions for click and tip bookings and 23,011 for all other transactions



24% Number of contacts where the customer considers their concerns have been fully addressed through achieving early resolution (exclusive of statutory complaints) PI 151

The year overall has seen a significant increase in the number of contacts that the council has received from individuals wishing to express their dissatisfaction with services being delivered. Given the circumstances of the year many of these cases were in relation to issues directly impacted by Covid-19 restrictions. Examples of this are respite care being unavailable in both Children's and Adults services and restrictions on visiting family in residential care due to social distancing measures and the shielding of vulnerable individuals. The nature of these issues has meant that there is no way of resolving these informally therefore a formal response has been required.



In addition to the above, complaints in relation to the introduction of new systems and policies, particularly in waste, have also contributed to the increased number of contacts. These processes were introduced to ensure social distancing was maintained. These were not issues that could be resolved informally as anything other than removing the procedures would not have satisfied the customer. Of the contacts received 21% were in relation to HWRC's new process and the number which entered the formal process accounts for 24% of all complaints.



An annual report of statutory and corporate complaints is incorporated into the Audit Committee and is then published publically by the council. This provides a wider picture of what has occurred in the year.

1.9.4 Ambition: Support High Aspirations

Number of jobs safeguarded and created as a result of the Council's support PI 68

735



Exceeds
+ 111 above
target



1.9.5 Impact of COVID-19 on performance of KPIs

COVID-19 has had an impact on a number of the KPIs, namely schools Ofsted rating, reductions in both staff sickness absence and staff turnover and continued significant increases in the number of online transaction and the number of contacts that the Council has received from individuals wishing to express their dissatisfaction with services being delivered. In addition to this a number of KPIs cannot be reported due to COVID-19:

- Percentage of children achieving a good level of development in the Early Years Foundation Stage (PI47)
- Percentage gap in achievement between Lincolnshire pupils eligible for Free School Meals and their non-FSM Eligible peers nationally achieving GLD (PI 48)

- Achievement level at KS2 is above national average (PI 132)
- Achievement level at KS4 is above national average (PI 133)
- Achievement level at KS5 is above national average (PI 134)
- Level of sustained attendance at Children's Centres (PI 143)

1.9.6 Further information for each of the KPIs reported in Q4 is published on the [website](#).

2.0 **Proposed review of the Corporate Plan Success Framework (CPSF)**

The Corporate Plan sets out our priorities for local residents and communities. We currently track progress against the Corporate Plan through reporting the Success Framework performance indicators and activities. Due to the impact of COVID-19 we are currently reviewing the indicators within the Success Framework in order to further strengthen what is working well and further embed the Corporate Plan as our overarching strategic service delivery mechanism. In order for the revision to the Success Framework to take place we are proposing to defer Quarter 1 reporting and to report Quarters 1 and 2 together in December.

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 ambitions and objectives that are the Corporate 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 ambitions and objectives that are the Corporate 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 Corporate Plan some of which relate to crime and disorder issues.

4. Conclusion

This report presents an overview of performance for Quarter 4 against the Corporate Plan. There was positive performance overall and three of the four ambitions are On Plan. Although COVID-19 had an impact on performance of some activities and KPIs, 65% of activities are either On Plan or Ahead of Plan and 86% of Pls met or exceeded the target. This is comparable with Q3.

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 Corporate Plan is a part. This report will assist the Executive in discharging this function.

The Executive has power to amend the way in which performance is reported as set out in recommendation 2.

The recommendations are therefore 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?

N/A

b) Has Executive Councillor Been Consulted?

N/A

c) Scrutiny Comments

The Overview and Scrutiny Management Board (OSMB) is due to consider this report on 1 July 2021. Any comments of the Board will be reported to the Executive.

d) 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	Activities that are Behind Plan due to COVID-19
Appendix B	Activities that cannot be reported due to COVID-19
Appendix C	Progress on activities Behind Plan in Q3
Appendix D	Summary of Activities that are Ahead of Plan
Appendix E	Summary of Activities that are Behind Plan

9. Background Papers

The following Background Papers within section 100D of the Local Government Act 1972 were used in the preparation of this Report:

Document title	Where the document can be viewed
Council report: Corporate Plan 11 December 2019	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=120&MId=5661&Ver=4
Executive report: Corporate Plan Performance Framework 6 October 2020	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&MId=5522&Ver=4
Executive report: Performance Reporting Against the Corporate Plan Performance Framework 2020-2021 - Quarter 2 - 2 February 2021	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&MId=5751
Executive report: Performance Reporting Against the Corporate Plan Performance Framework 2020-2021 - Quarter 3 - 2 March 2021	https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&MId=5752

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

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Table of five activities that are Behind Plan and have been impacted by COVID-19

Please note Appendix E details all activities that are Behind Plan including an explanation of performance.

Ambition: Enable everyone to enjoy life to the full
Activity: We will work with partners to develop a Joint Accommodation Strategy for Adults with Learning Disabilities, Mental Illness or Autism that will help to maximise people's independence. (A24)
Milestone for Q4: To have a joint accommodation strategy for Adults Learning Disability, Mental Health, Autism agreed by Corporate Leadership Team and NHS Lincolnshire by 31 March 2021.
Objective to: Create accommodation options for greater independence and wellbeing.
Activity: We will ensure fit for purpose, appropriate services are available for families to narrow the achievement gap, so all children thrive and achieve their potential. (A33)
Milestone for Q4: Following presentation of the Early Childhood Strategy to the Children and Young People Scrutiny Committee, launch the strategy and reconvene the Early Childhood Services Strategy group to drive forward our ambitions. September 2020 – March 2021.
Objective to: Deliver quality children centres, which are at the heart of our communities supporting families so their children thrive.
Ambition: Create thriving environments
Activity: We will support people to improve their home safety through delivering a comprehensive communication and engagement plan. In year 1 we will promote the SHERMAN initiative and implement the Hoarding Protocol. (A57)
Milestone for Q4: We have modified our ways of working due to COVID-19 to ensure we still deliver our SHERMAN Strategy, by making contact with Critical and High Risk members of the public, allowing for an assessment to be made. All Critical referrals will be visited in 5 days and High in 10 days (working days).
Objective to: Improve the safety of local communities.
Activity: We will stimulate economic growth through the development of business premises across the county and through delivering the economic capital programme with our partners. (A49)
Milestone for Q4: Deliver additional access road on South Lincolnshire Food Enterprise Zone (SL FEZ). Deliver access roads for Skegness Business Park extension.

March 2021.

Objective to: Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business.

Ambition: Provide good value Council services

Activity: We will keep and attract talented people through implementing improved recruitment processes, increasing the number and range of apprenticeships, and developing graduate and work experience placements across the Council. (A74)

Milestone for Q4:

By December 2020, all current opportunities explored for additional funding through the school leaver programme.

By January 2021, develop and launch new assessment tools for recruitment to assess values and behaviours.

By March 2021, develop, build and launch the new microsite for recruitment and apprentices using new Employer Value Proposition (EVP) brand; complete 2021 review of hard to recruit and retain roles and map to available apprenticeships standards; review all current opportunities explored to enable introduction of corporate work experience programme.

By 1st April 2021, the maximum number of learners (30) will be undertaking the Learning and Management Level 3 apprenticeship.

Objective to: Nurture and celebrate a forward-looking, high-performing, skilled and empowered workforce.

The following five activities cannot be reported in 2020/21 due to COVID-19

Ambition: Support high aspirations
Activity: We will continually improve teaching standards, enabling our schools access to high quality professional development, through adapting our school improvement strategy in response to National Policy. (A11)
Objective to: Champion educational excellence so every child/young person has a high quality education to succeed in life.
Activity: We will continue to encourage schools to work through collaborations in order to maximise expertise and best practice, enhancing our strategy for school improvement within the school-led self-improving system. (A12)
Objective to: Champion educational excellence so every child/young person has a high quality education to succeed in life.

Ambition: Enable everyone to enjoy life to the full
Activity: We will transform how adults access health and care in the community through developing a model of neighbourhood working. (A31)
Objective to: Design an accessible and responsive health and care system within local communities, protecting people and promoting wellbeing.
Activity: We will support families in their parenting role through continuing to deliver the healthy child programme, also evaluating the benefits of maternity hubs and extending these to other communities where appropriate.(A34)
Objective to: Deliver quality children centres, which are at the heart of our communities supporting families so their children thrive.

Ambition: Provide good value council services
Activity: We will enable communities to be more resilient and our partners to provide a more integrated response through working with the Lincolnshire Resilience Forum to respond to emergencies that impact on our communities. Over the next year we will focus on the risks and management of flooding.(A84)
Objective to: Be there when communities need us most, responding collaboratively to emergencies.

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Progress and update on activities that were Behind Plan in Q3

What	The publication of the Housing Health and Care Delivery Group (HHCDG).
When originally Due	31 December 2020
Reason for Delay	COVID-19
Progress	The Strategy was agreed by all partner agencies collectively by 30 March 2021 and is going through their individual governance arrangements. Lincolnshire County Council adopted it on 5 March 2021. A final publication version is being worked on by designers and will be a web-based document. The draft Delivery Plan was also agreed at that meeting. This remains a live document to drive the work of the Group. Progress will be reported to the Health & Wellbeing Board. (A22)

What	Commence the team around the adult initiative (TAA) pilot.
When originally Due	1 December 2020
Reason for Delay	COVID-19 pandemic was the main cause for the delay in being able to progress the initiative.
Progress	The initiative went live in February 2021. (A29)

What	Review of Lincolnshire Health and Wellbeing Board (HWB) priorities informed by the Local Government Association (LGA) research to be completed.
When originally Due	31 December 2020
Reason for Delay	Reduced capacity to support the work due to COVID-19 and new government guidance on the introduction of Integrated Care Systems (ICS) issued in November 2020.
Progress	Revised terms of reference were agreed at the HWB on 9 March 2021 along with an action to recommend the changes to Council to enable the necessary changes to the Constitution. (A38)

What	The Support the Visit Lincolnshire website technical and content redevelopment.
When originally Due	December 2020
Reason for Delay	Although the website had been created and the content was being populated, delayed due to the COVID-19 lockdown and to ensure maximum impact.
Progress	Website went live in April 2021. (A47)

What	Needs assessment to develop a Joint Accommodation Strategy for Adults with Learning Disabilities, Mental Illness or Autism that will help to maximise people's independence was due to be complete.
When originally Due	31 December 2020
Progress	<p>On-going Accommodation Needs Analysis completed. The first cut of the needs of each organisation will be included in summary within the strategy document when complete.</p> <p>The Intelligence sub-group will refine and update the requirements for need and feed this into the sourcing group. The Terms of Reference for the sourcing sub-group have been agreed as well as a first draft plan on key sourcing deliverables for 2021-22. (A24)</p>

What	The original intention to develop an investment framework as part of our collective aspirations for our coast through developing a Coastal Strategy with partners.
When originally Due	October 2020
Update	This has been superseded by the on-going public enquiry in respect of potential land use in the coastal zone. In reframing the strategic approach to the coast, a new partnership approach is being developed between Lincolnshire County Council, the Environment Agency and East Lindsey District Council with the aim of creating an agreed adaptive approach during 2021/22 for coastal Lincolnshire combining high aspirations for the economy, environment and local communities with a robust and lasting approach to management of coastal flood risk. (A50)

What	The initial milestone was to have completed a review of the Council's future Office Accommodation needs.
When originally Due	31 October 2020
Reason for Delay	This was delayed by developing the Smarter Working strategy and changing requirements.
Update	The review completion date was set for end March 2021 and will be put back further. The main reason for this is the on-going dialogue with the Corporate Leadership Team (CLT) on 'service hubs' concept has emerged from CLT over the last 3 months and was not in the original Smarter working concept when original target dates were set. A service hub is an office space which is allocated to a Directorate and cannot be booked by other Directorates. This is based on Directorate specific needs which maybe to do with equipment they use or specific confidentiality requirements. The work to assess capacity in the localities is now unlikely to conclude until the end of the calendar year when the final list of offices to be retained can then be confirmed. (A79)

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Details of the eight activities Ahead of Plan in Q4 (January- March 2021)

Ambition: Support high aspirations

Objective: Champion educational excellence so every child/young person has a high quality education to succeed in life.

Activity: We will help schools to be skilled at supporting children with special education needs in mainstream settings, through developing and delivering strategies and where an education, health and care plan is required , undertaking this assessment in a timely and creative way. (A13)

Achievement in Q4

At March 2021 59% of all pupils with an Education, Health and Care (EHC) Plan had their special educational needs met in a mainstream setting. This is above the national figure of 54%.

In Q4, 95.1% of children and young people requiring an EHC Needs Assessment had their Plan finalised within the 20 week timescale. The last published national data reported an England average of 60.4% of assessments completed within timescale.

Objective: Deliver economic growth to create and sustain vibrant communities

Activity: We will support our market towns to thrive, delivering regeneration with our partners, including through the Towns Fund and the Housing Infrastructure Fund. (A16)

Achievement in Q4

Getting Building Fund award secured for South Lincolnshire Food Enterprise Zone (SL FEZ). Stage 1 feasibility study delivered for converting some publicly-owned buildings in town centres, particularly on high streets, into multi-use facilities to increase footfall. District Council partners supported to deliver 2020/21 Towns Funds targets.

Ambition: Enable everyone to enjoy life to the full

Objective: Create accommodation options for greater independence and wellbeing

Activity: We will work with the District Councils to deliver greater accommodation choices for people who are unable to live in their own home. This will include a range of supported and extra care housing as well as influencing developers to build homes which are designed to meet the changing needs of the population. (A23)

Achievement in Q4

The strategy has been written and the service is working with District Councils to deliver accommodation choices. The building of extra care housing is on track.

Objective: Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities.

Activity: We will provide intensive and tailored support for young people who have complex multiple needs, maintaining them within their family where it is safe to do so. (A25)

Achievement in Q4

- 1) Life Links is an initiative that Family Group Conference (FGC) workers are utilising their skills to build networks of support for our leaving care young people from 15.9-25yrs to reconnect with family and resolve conflicts.
- 2) All teams have life story workers trained to undertake this specific task with young people and to ensure the work is done in the right way, at the right pace and at the right time.
- 3) There is a Corporate Parenting strategy designed to ensure the profile and needs of our young people remains a high priority.
- 4) Lincolnshire has a comprehensive Early Help Offer which is based upon Signs of Safety methodology; and is restorative in nature. The consistency of approach throughout all levels of safeguarding ensures accessibility and effectiveness of Early Help as part of a child or young person's plan. The processes ensure that any requests for support for Children in Care are considered in light of relationship based practice and who the right person to offer the right support at the right time.
- 5) Further investment in services to prevent a child becoming looked after has been made in the Future4me service targeted on those children who are on the cusp of care or facing a placement disruption. Foster Carers are continually trained and supported to meet the needs of all our young people, especially those with complex and additional needs.
- 6) Lincolnshire County Council is now a fostering friendly organisation which helps build our fostering capacity.
- 7) The Corporate Parenting Manager coordinates an operational group within the leaving care service which is designed to engage partners and all agencies around

the needs of our Children in Care and Care Leavers.

- 8) Lincolnshire County Council has a strategic relationship with Serco who provide mentoring and guidance to any child in care or care leaver who wants careers guidance and mentoring.
- 9) A therapeutic parenting manual has been rolled out widely following a pilot across a small number of schools. The learning from this pilot was captured through a Mobilise research project which in turn informed the manual.
- 10) The youth housing support model has been redesigned and was re launched in January 2021. This offers an enhanced level of support and transitional support to help young people move onto independence when they become an adult.
- 11) In relation to move on accommodation, a protocol exists between Children Services, Adult Services and the 7 Districts. This protocol articulates how we will all work together to support young people in all our accommodation provisions from the youth housing offer, to Supported Lodgings, through to Council housing. Care Leavers now have local connection across all 7 Districts and can access youth housing options up to the age of 25.
- 12) Care Leavers are exempt from paying council tax in all 7 Districts up to the age of 25 and this gives them a chance to save money and greater opportunity.

Objective: Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities.

Activity: We will continue to increase the number of foster carers, supporting them in their valuable role. In year 1 we will focus on developing foster carers with the skills to support children and young people with increased complexities and vulnerabilities. (A26)

Achievement in Q4

26 new foster carer households recruited by year end. Higher level of interest in fostering and work being undertaken to determine whether the ratio of enquiries to approvals could be improved.

Objective: Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities.

Activity: We will work with the LSAB to develop a multi-agency prevention strategy to protect people from harm and to promote community wellbeing. This will include the development and implementation of a 'team around the adult approach' to help improve engagement with Adults with complex needs. (A29)

Achievement in Q4

The Prevention Strategy was agreed ahead of schedule and governance for implementation has also been agreed.

Ambition: Create thriving environments

Objective: Improve the safety of local communities.

Activity: We will deliver the priorities of the Lincolnshire Road Safety Partnership. (A59)

Achievement in Q4

21% reduction in Killed and Seriously Injured, but caution required due to major impact of COVID-19 restrictions.

£249,000 worth of Local Road Safety Schemes delivered.

21,876 clients attended diversionary training courses.

Ambition: Provide Good Value Council Services

Objective: Engage, listen and respond to our communities.

Activity: We will place the individual, their family and friends at the heart of their care plan through introducing and implementing strength based practice in Adult Care and Community Wellbeing. (A67)

Achievement in Q4

Activity and evaluation completed.

Details of Activities Behind Plan in Q4 (January- March 2021)

Ambition:	Support high aspirations
Objective:	Promote healthy, inclusive and accessible employment and learning opportunities.
Activity:	Make sure we have skills and expertise of our workforce to be able to induct and support learning opportunities in an agile way. (A8)
Milestones:	Procure a new corporate learning management system for implementation by April 2021.
Explanation of performance:	The existing Lincs2learn system contract is being extended for 12 months as the move to Hoople does not include a learning module. It is unlikely a new module/system will be in place until 2023/2024, so remaining with the existing system is the best plan.
Objective:	Grow the workforce by retaining and attracting more highly-skilled 18-40 year olds.
Activity:	We will develop effective county-wide relationships between the education and business sectors to attract and retain graduates in the county. (A4)
Milestones:	Set up a task and finish group with training providers, universities and the business community to devise a Lincolnshire Graduate retention plan March 2021. In partnership with key stakeholders, deliver the Lincolnshire Graduate retention plan.
Explanation of performance:	1) Set up a task and finish group with training providers, universities and the business community to devise a Lincolnshire Graduate retention plan March 2021. Delayed due to staffing resource issues. 2) In partnership with key stakeholders, deliver the Lincolnshire Graduate retention plan. Delayed due to staffing issues.
Objective:	Grow the workforce by retaining and attracting more highly-skilled 18-40 year olds.
Activity:	We will increase the number of apprenticeships across priority sectors working with employers and education providers to increase availability and attractiveness. (A5)
Milestones:	Establish the baseline data for current apprenticeship numbers within our priority sectors by November 2020. Work with GLLEP to develop a PR and Communication plan for engagement with employers and education providers to access and retain apprenticeships by December 2020.
Explanation of performance:	1) Establish the baseline data for current apprenticeship numbers within our priority sectors by November 2020. This data has now been accessed through the Greater Lincolnshire Local Skills Report and Labour Market Evidence Base created in April 2021. 2) Work with GLLEP to develop a PR and Communication plan for engagement with employers and education providers to access and

	retain apprenticeships by December 2020 - delayed due to staffing resource issues.
Objective:	Enhance the skills of our communities to meet the needs of our businesses and the economy
Activity:	We will enhance and articulate the education and training offer to our communities and work to increase the availability of education programmes across the county to meet business and community need. In Year 1 we will work with partners to enhance the offer in East Lindsey. (A2)
Milestones:	Map existing education and skills provision in East Lindsey by October 2020. Work with East Lindsey District Council on their Towns Fund application by October 2020. Develop a PR and Communication plan to promote via the 2Aspire website to host education and skills provision across the county February 2021.
Explanation of performance:	1) Map existing education and skills provision in East Lindsey by October 2020 - completed in March 2021. 2) Work with East Lindsey District Council on their Towns Fund application by October 2020 - support provided. 3) Develop a PR and Communication plan to promote via the 2Aspire website to host education and skills -provision across the county February 2021 - postponed due to staffing resource issues.
Objective:	Enhance the skills of our communities to meet the needs of our businesses and the economy.
Activity:	We will transform how we raise skills levels, productivity, employability and apprenticeship numbers through developing an updated skills plan. (A1)
Milestones:	Set up a task and finish group to develop a draft Skills Plan by March 2021.
Explanation of performance:	Work on a Skills Action Plan has been delayed due to staffing resource challenges, the work is now underway and the draft plan will be ready for review in June 2021.

Ambition:	Enable everyone to enjoy life to the full
Objective:	Create accommodation options for greater independence and wellbeing.
Activity:	We will support independence through working with our partners to provide a 'one stop shop' for equipment and adaptations in people's homes. (A22)
Milestones:	District councils appoint shared post to develop work programme by 31 March 2021.
Explanation of performance:	The role and job description for a Strategic Lead - Enabling Healthy and Accessible Homes has been consulted on and agreed through Housing Health and Care Delivery Group (HHCDG) but a decision on district council hosting arrangements is still to be made. It has not been

	possible to recruit within the timeframe originally envisaged and so this has been rescheduled to 30 September 2021, however, progress on the work programme will be made through refocusing the Moving Forward with Disabled Facilities Grants (DFG) Group.
Objective:	Create accommodation options for greater independence and wellbeing.
Activity:	We will work with partners to develop a Joint Accommodation Strategy for Adults with Learning Disabilities, Mental Illness or Autism that will help to maximise people's independence. (A24)
Milestones:	To have a joint accommodation strategy for Adults Learning Disability, Mental Health, Autism agreed by Corporate Leadership Team and NHS Lincolnshire by 31 March 2021.
Explanation of performance:	There has been a slight delay in the completion of the strategy document as a consequence of the lead officer being absent from work with COVID-19. The draft strategy will however be available in Q1 of 2021/2022.
Objective:	Promote the support offer to our communities to enable them to be self-sufficient and thriving.
Activity:	We will enable more people to be supported through technology. (A39)
Milestones:	Initialise analysis with business owners of the "Support Offer to Communities" to establish what the existing offer is and how technology might extend its delivery/exposure/scope to more people AND/OR if the support offer is to be extended (to more people) by the addition of technology which itself supports "Quality of life" in some way.
Explanation of performance:	Engagement will now progress to understand and advise how the business owners could proceed to establish the drivers and goals and identifying areas for investigation toward the design of the "Support Offer".
Objective:	Promote the support offer to our communities to enable them to be self-sufficient and thriving.
Activity:	We will support people to make healthy choices across all aspects of their lives, through continuing to commission and deliver effective preventative services, which also provide quality information so people are better informed. (A38)
Milestones:	1. Support CCG 5-year East Coast Plan to reduce health inequalities by 31 March 2021. 2. Complete development of specific work programmes with the Centre for Ageing Better: a. Housing b. Healthy Ageing (physical activity focus) by 31 March 2021 c. Social Connection by 31 March 2021 d. Employment by 31 March 2021.
Explanation of performance:	1. Supporting the development of an East Coast health inequalities plan is no longer a milestone as the CCG has decided this is to now be a countywide plan in line with emerging Integrated Care System (ICS) priorities.

	<p>2a. The initial Housing work programme with the Centre for Ageing Better has been agreed and is progressing in parallel with the emerging Housing Health and Care Delivery Group (HHCDG) Delivery Plan under the Lincolnshire Homes for Independence blueprint.</p> <p>2b and 2c. Work programmes for Healthy Ageing and Social (Community) Connections are in development and are now due by 30 June 2021.</p> <p>2d. The Employment work programme is emerging (in research phase) having engaged with the Greater Lincolnshire Local Enterprise Board (GLLEP). The programme will be informed by surveys of staff from local public sector employers, including Lincolnshire County Council.</p>
Objective:	Intervene effectively to keep vulnerable people safe, making sure children in care and care leavers get the best opportunities.
Activity:	We will enable people to have improved access to support through the review and implementation of the "Lincolnshire all age autism strategy". (A30)
Milestones:	Review strategy in light of the update of the national strategy January 2021.
Explanation of performance:	We are still awaiting the updated national strategy in order to ensure our local strategy links to the associated national guidance. The local strategy will therefore be reviewed in 2021/2022 once the national strategy has been published.
Objective:	Deliver quality children centres, which are at the heart of our communities supporting families so their children thrive.
Activity:	We will ensure fit for purpose, appropriate services are available for families to narrow the achievement gap, so all children thrive and achieve their potential. (A33)
Milestones:	Following presentation of the Early Childhood Strategy to the Children and Young People Scrutiny Committee, launch the strategy and reconvene the Early Childhood Services Strategy group to drive forward our ambitions. September 2020 – March 2021.
Explanation of performance:	Work on the strategy has not yet re-commenced due to the focus of all services across the system on ensuring services meet the immediate needs of children and families and ensure they are well supported. This means that the capacity of all partners to engage in development work has remained more limited during the last quarter. The re-convening of the Early Childhood Services strategy group is planned for the next quarter, with the current focus remaining on a review of the Early Years commissioned service, developing and delivering the Children's Centres offer to families in line with the Government roadmap out of lockdown, and linking with both maternity services and the high needs transformation work currently underway. All of these will ensure children's needs are met early and appropriate services are available for families that narrows the achievement gap, and all children thrive and achieve their potential.

Ambition:	Create thriving environments
Objective:	Improve the safety of local communities.
Activity:	We will support people to improve their home safety through delivering a comprehensive communication and engagement plan. In year 1 we will promote the SHERMAN initiative and implement the Hoarding Protocol. (A57)
Milestones:	We have modified our ways of working due to COVID-19 to ensure we still deliver our SHERMAN Strategy, by making contact with Critical and High Risk members of the public, allowing for an assessment to be made. All Critical referrals will be visited in 5 days and High in 10 days (working days).
Explanation of performance:	We have remained behind target based on the annual accumulation of figures, but in the 4 th Quarter we saw an increase in compliance rate of assessments being carried out within 5 days. A number of changes to how referrals are initially managed have been made and with restrictions easing we are confident that the compliance rate will continue to increase into 2021/2022. Out of a total of 499 cases, we achieved our target on 385 occasions, resulting in a compliance rate of 77% for the year. Although the initial 5 day target was missed on 23% of occasions, we are able to confirm that all cases were followed up within a limited period of time and actioned as required. Internal recording and monitoring processes have also been developed which will allow closer scrutiny of performance at an early stage to support compliance and the need to amend ways of working.
Objective:	Plan growth to benefit the whole community through connecting people, housing, employment, businesses and the natural environment.
Activity:	We will accelerate considered housing growth in Lincolnshire and maximise opportunities and investment in infrastructure work through working across all Councils and partners in Lincolnshire on "Planning for Growth." (A52)
Milestones:	Updated Strategic Infrastructure Delivery Plan produced November 2020, delivery strategy agreed March 2021.
Explanation of performance:	Work completed, however, sign off process delayed due to the cancellations of Leaders and Chief Executives meeting.
Objective:	Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business.
Activity:	We will stimulate economic growth through the development of business premises across the county and through delivering the economic capital programme with our partners. (A49)
Milestones:	Deliver additional access road on South Lincolnshire Food Enterprise Zone (SL FEZ). Deliver access roads for Skegness Business Park extension. March 2021.
Explanation of performance:	Additional access road on South Lincolnshire Food Enterprise Zone (SL FEZ) will be complete May 2021. Delays due to COVID-19. Access roads for Skegness Business Park extension will be complete May 2021. Delays due to COVID-19.

Ambition:	Provide good value Council services
Objective:	Nurture and celebrate a forward-looking, high-performing, skilled and empowered workforce.
Activity:	We will increase our effectiveness by redesigning processes relating to our people and financial management, through an integrated finance and people management system. (A75)
Milestones:	Develop shareholder agreement with Herefordshire Council for Hoople by 31 March 2021.
Explanation of performance:	The Shareholder Agreement is now complete as is going through the formal approval process of LCC, Herefordshire Council and Hoople Ltd. System testing has been completed and the project is currently in the user acceptance testing which will run for 14 weeks. Extensive payroll testing is in progress, but is currently behind schedule and taking longer than anticipated, predominantly due to the complexities of our data. This has caused larger than anticipated mismatches of data that all need to be reconciled, which requires investigation and identification of issues before making the necessary corrections. We have limited payroll expertise within the Council which is, as planned, being fully utilised and have therefore pursued the release and availability of experienced Serco Payroll staff to assist with the reconciliation activities to address the delays. Careful consideration is being given to this to ensure that the usual payroll operation is not adversely affected. We are committed to continuing with the methodical and thorough investigation and correction of all discrepancies during the first Payroll test rather than move to the next phase without the necessary completeness. This is to give the assurance and confidence that the payroll in the new system is calculating correctly.
Objective:	Nurture and celebrate a forward-looking, high-performing, skilled and empowered workforce.
Activity:	We will keep and attract talented people through implementing improved recruitment processes, increasing the number and range of apprenticeships, and developing graduate and work experience placements across the Council. (A74)
Milestones:	By December 2020, all current opportunities explored for additional funding through the school leaver programme. By January 2021, develop and launch new assessment tools for recruitment to assess values and behaviours. By March 2021, develop, build and launch the new microsite for recruitment and apprentices using new Employer Value Proposition (EVP) brand. By March 2021, complete 2021 review of hard to recruit and retain roles and map to available apprenticeships standards. By March 2021, review all current opportunities explored to enable introduction of corporate work experience programme. By 1 st April 2021, the maximum number of learners (30) will be undertaking the Learning and Management Level 3 apprenticeship.

<p>Explanation of performance:</p>	<p>We have taken advantage of the incentive payments for new start apprentices and to date have claimed £78,000 of which £16,000 has been claimed corporately and £62,000 has been claimed on behalf of schools.</p> <p>An assessment and selection toolkit has been developed and is now hosted on Lincs2Learn. This includes template shortlisting and interview forms and gives guidance on writing good person specifications and interview questions relating to values and behaviours. We also work with hiring managers to determine if additional assessment tools are required such as occupational assessment and motivation questionnaires.</p> <p>Refresh of content for both Talent & Resourcing and Talent & Early Careers corporate website pages was initially delayed due to the development of SharePoint, which is now well developed and informative. The refresh of the Talent & Early Careers corporate website page (currently Find an Apprenticeship) was completed in February in preparation for National Apprenticeship Week and further updates are planned in line with Learning at Work Week. The Talent & Resourcing content has been written. The communications team has confirmed that the look and feel of the website will need to remain unchanged at present, however, content is currently being finalised with the phase 1 refresh to be completed by no later than end May 21. The longer term design ideas will be planned for Phase 2 and need to be added to the sprint schedule for update later in the year. In the interim, a refresh of the Applicant Tracking System (ATS) portal is underway and due for launch early May. This brings the ATS look and feel in line with the corporate website, with improved search functionality and design.</p> <p>The review of the H2RR roles (hard to recruit and retain) has been postponed to the end of the year to allow time for Director Area service recovery, however urgent requirements are being managed on an as and when basis.</p> <p>The corporate work experience and work placement process has been written however, it is currently being converted into a virtual process. Again any requests are being dealt with on an as and when basis and a full launch of the programmes will be implemented in line with the People Strategy timelines.</p> <p>We currently have 24 learners assigned to the Level 3 Team Leading and Supervision Diploma/Apprenticeship with 1 break in learning. We are currently preparing for a third cohort to commence in Sept 2021.</p> <p>Overall the COVID-19 pressures have impacted on the overall ability to meet all the milestones but good progress has been made.</p>
<p>Objective:</p>	<p>Shout loud and proud for Lincolnshire to achieve our ambitions.</p>
<p>Activity:</p>	<p>We will further develop international relationships to support economic growth. (A65)</p>
<p>Milestones:</p>	<p>International Trade working group meetings and action plan agreed by March 2021. Delivery of the International Trade (DIT) action plan commences April 2021.</p>

Explanation of performance:	1) International Trade working group meetings and action plan agreed by March 2021 - DIT funded external International Trade research for Greater Lincolnshire findings are not due until June 2021. 2) Delivery of the International Trade action plan commences April 2021 -on hold due to national DIT review and awaiting Greater Lincolnshire International Trade research findings to inform our strategy.
Objective:	Maximise opportunities to work with others and improve service delivery.
Activity:	We will improve service delivery through reviewing the Council's approach to commissioning, including needs assessment, service design, market development, procurement and contract management. In year 1, we will implement the findings of the commissioning review and focus on enhancing the Adult Social Care supply market. (A69)
Milestones:	Commissioning Review Final Report to CLT not later than 31 March 2021 to include approve agreed One Council Commissioning arrangements, agreed recommendations and proposed headline implementation plan, including changes required to status quo.
Explanation of performance:	The end date for the project was extended in agreement with Corporate Leadership Team (CLT) in January 2021, with delays due to working groups requiring more time than planned for complex tasks and project sponsor managing conflicting related priorities. Current timetable being worked to is to present recommendations to CLT in July 2021.

Agenda Item 10

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