



County Offices  
Newland  
Lincoln  
LN1 1YL

20 January 2021

**In accordance with the powers granted by the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 this will be a virtual meeting.**

### **Overview and Scrutiny Management Board**

A meeting of the Overview and Scrutiny Management Board will be held on **Thursday, 28 January 2021 at 10.00 am as a Virtual - Online Meeting via Microsoft Teams** for the transaction of the business set out on the attached Agenda.

Access to the meeting is as follows:

Members of the Overview and Scrutiny Management Board and officers of the County Council supporting the meeting will access the meeting via Microsoft Teams.

Members of the public and the press may access the meeting via the following link: <https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=553&MId=5823&Ver=4> where a live feed will be made available on the day of the meeting.

Yours sincerely

Debbie Barnes OBE  
Chief Executive

### **Membership of the Overview and Scrutiny Management Board (11 Members of the Council and 3 Added Members)**

Councillors R B Parker (Chairman), R Wootten (Vice-Chairman), B Adams, Mrs W Bowkett, Mrs J Brockway, R J Kendrick, C S Macey, C E H Marfleet, Mrs A M Newton, N H Pepper and E W Strengiel

### **Added Members**

Church Representative: Reverend P A Johnson

Parent Governor Representatives: Mrs M R Machin and Miss A E I Sayer



**OVERVIEW AND SCRUTINY MANAGEMENT BOARD AGENDA  
THURSDAY, 28 JANUARY 2021**

<b>Item</b>	<b>Title</b>	<b>Pages</b>
1	<b>Apologies for Absence/Replacement Members</b>	
2	<b>Declarations of Interest</b>	
3	<b>Minutes of the meeting held on 17 December 2020</b>	5 - 14
4	<b>Announcements by the Chairman, Executive Councillors and Chief Officers</b>	
5	<b>Consideration of Call-Ins</b>	
6	<p><b>Consideration of a Councillor Call for Action - Resolving Obstruction of the Highway / Creation of Parking Spaces on West Street, Barkston</b></p> <p><i>(To consider a Councillor Call for Action request submitted by Councillor R Wootten and received by the Chief Executive in respect of Resolving Obstruction of the Highway / Creation of Parking Spaces on West Street, Barkston)</i></p>	15 - 30
7	<p><b>Performance Reporting against the Corporate Plan Performance Framework 2020-2021 - Quarter 2</b></p> <p><i>(To consider a report from Jasmine Sodhi, Performance and Equalities Manager, Commercial Services Projects and Performance, on the Performance Reporting against the Corporate Plan Performance Framework 2020-2021 – Quarter 2. The views of the Board will be reported to the Executive as part of its consideration of this item)</i></p>	31 - 54
8	<p><b>Covid-19 Update</b></p> <p><i>(To consider an update report from Michelle Andrews, Assistant Director – Corporate Recovery, on Covid-19)</i></p>	To Follow
9	<p><b>Service Revenue and Capital Budget Proposals 2021/22</b></p> <p><i>(To consider a report from Keith Noyland, Head of Finance – Communities, which outlines the budget proposals for the next financial year 2021/22, specifically looking at the budget implications for the Council's Commercial, Resources and Corporate services within the remit of the Board. The Board are invited to scrutinise and comment on the proposals, prior to the Executive meeting on 2 February 2021 when it will make its final budget proposals)</i></p>	55 - 64

**10 Council Budget 2021/22**

65 - 120

*(To consider a report from Michelle Grady, Assistant Director – Strategic Finance, which invites the Board to consider and comment on the Council's budget proposals 2021/22, which were approved for consultation by the Executive at its meeting on the 5 January 2021. The views of the Board will be reported to the Executive when it makes its final budget proposals on 2 February 2021 as part of its consideration of this item)*

**ITEMS FOR INFORMATION ONLY**

**11 Overview and Scrutiny Management Board Work Programme**

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*(To receive a report which enables the Board to note the content of its work programme for the coming year)*

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.

All papers for council meetings are available on:

<https://www.lincolnshire.gov.uk/council-business/search-committee-records>



**OVERVIEW AND SCRUTINY  
MANAGEMENT BOARD  
17 DECEMBER 2020**

**PRESENT: COUNCILLOR R B PARKER (CHAIRMAN)**

Councillors R Wootten (Vice-Chairman), B Adams, Mrs J Brockway, R J Kendrick, C S Macey, C E H Marfleet, Mrs A M Newton, N H Pepper, E W Strengiel and C R Oxby

**Added Members**

Mrs M R Machin - Parent Governor Representative

Councillors: L Wootten, L A Cawrey, M J Hill OBE and M A Whittington attended the meeting as observers

Officers in attendance:-

Michelle Andrews (Assistant Director – Corporate Recovery), Debbie Barnes OBE (Chief Executive), Justin Brown (Assistant Director - Growth), Sue Cline (Head of Data Services and Business Intelligence), James Drury (Executive Director - Commercial), Paul Elverstone (ICT Contracts and Licenses Officer), Brendan Gallagher (Principal Planning Officer – Infrastructure), John Giblin (Strategic Communications Team Leader), Nick Harrison (Democratic Services Officer), Tracy Johnson (Senior Scrutiny Officer), Gail MacDonald (Senior Project Officer - Commercial), Sophie Reeve (Assistant Director - Commercial), Nigel West (Head of Democratic Services and Statutory Scrutiny Officer) and John Wickens (Assistant Director - IMT and Enterprise Architecture)

**62 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS**

An apology for absence was received from Councillor Mrs W Bowkett. It was reported that, under Regulation 13 of the Local Government Committee and Political Groups) Regulation 1990, Councillor C R Oxby was replacing Councillor Mrs W Bowkett, for this meeting only. An apology was also received from Councillor B Young, Executive Councillor for Culture and Emergency Services. It was also noted that apologies for absence were received from Andrew Crookham (Executive Director – Resources).

**63 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD  
17 DECEMBER 2020**64 MINUTES OF THE MEETING HELD ON 26 NOVEMBER 2020

RESOLVED: That minutes of the meeting held on 26 November 2020 be approved as a correct record and signed by the Chairman.

65 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS  
AND CHIEF OFFICERS

The Chairman reported that he had attended the meeting of the Executive on the 1<sup>st</sup> December and presented the comments from the Board on the Revenue and Capital Budget Monitoring Reports for Quarter 2. Further to the comments on the Capital Budget Monitoring report, it was suggested at the Executive that consideration should be given to the member oversight of capital schemes, and the lessons learned, to complement the progress made by officers, including the work of the officer-led capital review group. At the November meeting the Chairman had mentioned that an alternative date for the March meeting was being looked into to enable the Board to conduct its usual business before the pre-election period which was expected to start around 22 March. He confirmed that the March meeting would now be held at 10am on Wednesday 17 March and a revised appointment has been sent out to members and officers.

The Chief Executive reported that a Government announcement was expected during the meeting at approximately 11.30am on any changes to the Covid-19 lockdown tiers for Lincolnshire and the rest of England.

66 CONSIDERATION OF CALL-INS

None had been received.

67 CONSIDERATION OF COUNCILLOR CALLS FOR ACTION

None had been received.

68 SCRUTINY REVIEW REPORT: DEVELOPER CONTRIBUTIONS

In September 2020, the Executive Councillor for Economy and Place, Councillor C J Davie, with the backing of Group Leaders, had requested that a short urgent scrutiny review be undertaken by Scrutiny Panel A on Developer Contributions, on behalf of the Overview and Scrutiny Management Board.

Councillor L Wootten, the Chairman of the Panel, reported that the review commenced in October and the Panel had met three times over October and November, and considered the proposals in the Government's Planning for the Future White Paper; what Developer Contributions were and how the process for requesting them worked in Lincolnshire; how councillors were involved in the process; and how the County Council could maximise the benefits from Developer Contributions for local communities. The Panel had identified that there was a need for councillor training on Developer Contributions and more engagement by councillors in the planning process; a centralised system needed to be developed to

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17 DECEMBER 2020**

request, record and monitor Developer Contributions across the Council which should then improve the Section 106 income received; and a need for appropriate lines of accountability and strategic oversight of Section 106 agreements. The Panel had recognised that a more joined up approach with the District Councils would enable more collaborative working to maximise the benefits to local communities. This would become crucial if the White Paper proposals for Developer Contributions were introduced, as Lincolnshire could receive much lower levels of funding in future. To maximise the benefits from Developer Contributions, there were four key points that needed to be addressed by the County Council. These were: what did the Council want developer contributions for; did the Council receive enough income to mitigate the impacts of development; how did the Council decide which schemes went ahead when there was not enough income; and did the Council manage the income it received effectively. Councillor L Wooten reported that subject to the Board's approval she would present the final report and recommendations to the Executive for its consideration on 5 January 2021.

The Board considered the draft final report with recommendations from the Senior Scrutiny Officer. The report highlighted that the following key lines of enquiry for the scrutiny review had been agreed by the Panel as follows: To examine how Developer Contributions could be utilised to maximise the benefits to the local community and how a list of potential local schemes to fund through Developer Contributions could be developed, while taking into consideration the National Planning Policy Framework, local circumstances and the views of the local member; To examine the impact of the proposals in the Government's consultation paper 'Planning for the future' and what the proposals would mean for Lincolnshire; To examine how to achieve better quality design and more sustainable communities in new developments through the use of Developer Contributions, recognising that the viability of new developments could be marginal to the development industry.

The Scrutiny Panel had recognised that there was an inconsistent approach to Developer Contributions across Lincolnshire with three District Councils having a Community Infrastructure Levy (CIL) schedule in place, but the rest still using Section 106 agreements. However, even where CIL was in place, additional Developer Contributions could still be sought to mitigate impact. The Scrutiny Panel also recognised that a more joined up approach between the County Council and the District Councils would enable more collaborative partnership working to maximise the benefits from Developer Contributions to the residents of Lincolnshire.

The Panel had developed an action plan which was outlined in the report and included: training for councillors as part of their induction; a short guide for councillors on Developer Contributions; email notifications to councillors of any planning applications in their divisions which would explain what was expected of councillors in their response; a training package for relevant officers to raise awareness of the role of county councillors and provide them with the knowledge and skills to answer queries from parish councillors and the general public regarding Developer Contributions; a Communications Strategy to provide podcasts and guidance to parish/town councils and district councils, and to place on the County Council's website and in libraries to provide clarity of the County Council's role in the Developer Contributions process.

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The report contained the following recommendations:

**Recommendation 1**

That Lincolnshire County Council continue to oppose those aspects of the 'Planning for the future' White Paper which would limit the Council's ability to ensure that new developments had as little impact as possible on existing residents, communities, and businesses.

**Recommendation 2**

That officers continue to work with developers, building a strong relationship so that developers continue to see Lincolnshire County Council as a partner with whom to engage and whose priorities should be adhered to, whatever recommendations were made through new legislation next year.

**Recommendation 3**

That the Council establish a strategic approach to requesting, co-ordinating, and monitoring Developer Contributions. The Executive Councillor for Commercial and Environmental Management and the Executive Councillor for Economy and Place should work with the Head of Development Management in its establishment.

**Recommendation 4**

On those occasions where a scheme could not viably fulfil all requests for Developer Contributions, then the Executive should decide which schemes should be prioritised using a published escalation process. The Executive Councillor for Commercial and Environmental Management and the Executive Councillor for Economy and Place should work with the Head of Development Management in its establishment.

**Recommendation 5**

An Infrastructure Funding Statement should be produced annually by the Executive in line with the requirements in the Community Infrastructure Levy Regulations 2019.

**Recommendation 6**

That the Executive approve the implementation of the Councillor Engagement Action Plan outlined in the report.

The Assistant Director – Growth, reported that the Government had started to consider changes to the proposals in the White Paper and that the report would help the Council respond to these as they arose. It was suggested that if and when the recommendations in the scrutiny review were approved the implementation of them would be rapid.

The main impacts on Lincolnshire were noted and these included:- No planning applications would be required for major developments in designated Growth Areas. There would therefore be less opportunity for the County Council to scrutinise planning applications and there would also be less public consultation and challenge; Under the proposal to introduce three zonal areas – growth, renewal and protection, there was no mention of how waste and minerals, which the County Council was responsible for, fitted into the process; Payments would be made at the end of the



development. This would mean that any schemes which needed to be completed before the development could commence, such as highways improvements, would have to be funded upfront by the County Council.

Members discussed the report, and during the discussion the following points were noted:

- The Chairman thanked all those involved in producing a report especially with such a quick turnaround and this was echoed by Councillor Mrs L Wootten who paid tribute to the Panel and all staff involved.
- The draft final report was an excellent piece of work on a complex subject involving different pieces of legislation. It was suggested that the report should be circulated to Lincolnshire's MPs for information.
- The report should be circulated to all district and parish councils for educational purposes.
- Recommendation 1 should be amended to say 'as little negative impact' to make it clearer the type of impact the Council sought to minimise on residents, communities and businesses.
- Lincolnshire County Council, along with the District Councils, should continue to robustly respond to the Government's communications on the 'Planning for the Future' White Paper, in particular to oppose those aspects which would impact negatively on Lincolnshire and outlining the reasons as to why. One major problem not addressed by the White Paper was 'land banking', where developers had received approval but had not commenced the development, or not had any immediate intention of doing so.
- One major concern was the erosion of local democracy and the limits on input into planning applications.
- The Council needed to establish clear systems to monitor developer contributions to ensure the money was received and the Council was not put at financial risk. There had been incidences where Section 106 agreements had been agreed as part of the approval, but the money was not received or had been delayed due to cash flow issues with the developer.
- There was a need for real collaboration between all the councils in Lincolnshire to ensure that the same message was being given to developers and the process was fit for purpose.
- Planning applications were being approved by the local planning authorities; however some developments were not being built following the approval. Where developments were stalled, eg where foundations were laid but the remainder of the property was not built, then this resulted in a significant blight on some local communities.
- The Council needed to have good working relationships with all developers and that messages inviting collaboration needed to be communicated to all developers, both large and small.
- The Council needed to be clear with residents and local communities about how why it was seeking funding, what benefit it hoped to have on the community, how it had spent money received from developer contributions and what benefits had been achieved.

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- The actions to implement the recommendations, if agreed by the Executive, should be reviewed and updated when and where necessary to ensure they were still relevant and fit for purpose in the light of recent Government changes to the White Paper proposals and any additional changes to its proposals in the future.

### RESOLVED:

1. That the Board approve the draft final report as the final report on Developer Contributions for submitting to the Executive, subject to recommendation one being amended as follows with the addition of the word 'negative' highlighted in bold text:-  
Recommendation 1

*That Lincolnshire County Council continue to oppose those aspects of the 'Planning for the future' White Paper which would limit the Council's ability to ensure that new developments had as little **negative** impact as possible on existing residents, communities, and businesses.*

2. That a summary of the above comments be passed on to the Executive as part of its consideration of this item.

### 69 DRAFT INFRASTRUCTURE FUNDING STATEMENT

The Board considered a report from the Principal Planning Officer – Infrastructure, on a draft Infrastructure Funding Statement, which would be presented to the Leader of the Council for decision between 18 December 2020 and 23 December 2020. The views of the Board would be reported to the Leader as part of his consideration of this item. The recommendation was that the report be approved for publication as Lincolnshire County Council's Infrastructure Funding Statement (IFS) for the financial year 2019/20.

Under Regulation 121A of the Community Infrastructure Levy Regulations 2010 the Council must not later than 31 December 2020 publish an annual infrastructure funding statement detailing: a statement of the infrastructure projects or types of infrastructure which the charging authority intended would be, or may be, wholly or partly funded by Community Infrastructure Levy; a report setting out specific information about Community Infrastructure Levy, in relation to the previous financial year; and a report containing specified information about planning obligations, in relation to the previous financial year.

Members discussed the report, and during the discussion the following points were noted:

- For a public facing document, the draft Statement did not contain enough detail about how the Section 106 obligations totalling £11,854,236 would be spent. Paragraph 3.2 and Tables 1 and 2 required further detail and explanation to make the Statement clearer and more user friendly for the public.

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- The draft Statement should highlight the benefits of developer contributions to the community and public and what the Council was trying to achieve with them.
- Consideration should be given as to whether a public statement or an executive summary on the Infrastructure Funding Statement should be provided by the Council's Communications Team to promote the Statement to the press and public given the amount of money involved. The Chief Executive confirmed that this would be discussed further with officers.

The Board recommended that the draft Infrastructure Funding Statement should be amended to contain more detail and made clearer so that it was an appropriate public facing document. The Assistant Director – Growth confirmed the draft Statement would be reviewed and amended in the light of the comments from the Board, before the decision was taken by the Leader of the Council.

**RESOLVED:**

- 1) That the Leader of the Council (Executive Councillor: Resources and Communications) be asked to consider the comments from the Board and any subsequent amendments necessary as a result of these prior to the final approval of the publication of the document attached at Appendix A as Lincolnshire County Council's Infrastructure Funding Statement (IFS) for the financial year 2019/20;
- 2) The comments from the Board's discussion on the report be passed onto the Leader.

(At this point Councillor L A Cawrey gave her apologies and left the meeting)

**70      CORPORATE SUPPORT SERVICES REVIEW - SCOPE, PRIME  
PROVIDER UPDATE AND DRAFT IMT MODEL**

The Board considered a report and presentation from the Assistant Director – IMT and Enterprise Architecture, and the Assistant Director, Commercial, on the Corporate Support Services Review Project which sought the views of the Board on: the scope of services included within the Corporate Support Services Review (CSSR) Project; the validity of a single Business Process Outsourcing (BPO) type provider for future services; and the principles and rationale of the early draft IMT model which was under development.

The Corporate Support Services Review Project had been established as part of the Council's Transformation Programme to support informed decision making around the future delivery of services in the current Corporate Support Services Contract with Serco. The contract with Serco would end in March 2024. Further extensions beyond that date were not possible and the Council needed to have alternative arrangements in place and therefore planning had now commenced. Serco currently provided IT service delivery, People management (Payroll and HR Admin), Finance (Adult Social Care Finance) and the Customer Service Centre (CSC). The contract had been in place since April 2014.

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The intention was to report progress to the Board at regular intervals to coincide with the existing quarterly updates on the performance of the existing corporate support services contract. This was the first such report and dealt with IMT, scope, and the market to establish a potential model which met the Council's requirements beyond 2024. It was necessary to be clear about the scope of services that should be included in the review. It was noted that beyond the current Corporate Support Services Contract, the market conditions had changed so significantly that alternative options to a single BPO type provider should be explored.

Members discussed the report, and during the discussion the following points were noted:

- The Board was satisfied that the scope of services included within the Corporate Support Services Review (CSSR) Project should be limited to those services currently delivered by Serco namely IMT, HR Admin and Payroll, Finance (including ASC Finance) and the Customer Service Centre (CSC).
- There was recognition that the single Business Process Outsourcing (BPO) type provider was coming to an end and did not support the Council's commissioning intentions and was likely therefore to be replaced by a number of specialist providers for future services.
- Regarding the principles and rationale of the early draft IMT model which was under development it was thought that there was a need to shape requirements to what the market offered. Where customised solutions were considered then the Board would need to know the risks and consequences. It was noted that customised solutions were more expensive and likely to be more risky than off the-shelf tried and tested ones.
- Managing a variety of providers would be more challenging and it was confirmed that officers were in liaison with other local authorities on how they managed risk with multiple providers and also on the solutions they employed.
- Payroll and adult and social care were two services which would prove to be challenging in attracting a choice of external commercial providers, however, work was underway in reviewing the options and possibilities. It was noted that one option would be a 'shared service' arrangement with other local authorities. It was confirmed that Serco may well be interested in a smaller contract for example for the CSC services.
- One piece of work was to determine what services would look like in 2024. For example the CSC was likely to look different to what it did now and more emphasis would be given as to how it could be provided digitally in the future. Modern responsive solutions were an important requirement for future provision.
- It was acknowledged that IT was a big part of the Serco contract and it was agreed that change and exit should be phased to maintain stable service delivery.

(At this point Councillors B Adams, Mrs J Brockway and L Wootten gave their apologies and left the meeting)

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RESOLVED: That the Board receive the report and the feedback provided on the three points be taken into consideration by officers as the project progressed.

71      UPDATE ON IMT SERVICES - DATA SERVICES AND SERCO  
CONTRACT PERFORMANCE

The Board considered an update report from the Head of Data Services and Business Intelligence on Data Services and Legacy ERP data (SAP) and the current work programme of the IMT Data Services Department, and an update from the ICT Contracts and Licenses Officer on the Serco Contract Performance against Key Performance Indicators January – October 2020.

The Board was generally satisfied with the performance. There was one area of concern raised on whether there would be any impact on service users arising from the transfer of the pension's service to 'Business World'. It was noted that the SAP programme was being decommissioned and that it contained all the historical records of pension contributions. It was reported that the platform would continue to be used in the short term, however solutions and options were under review and officers were not aware of any issues which would have an impact on service users or pension contributors.

The Chairman suggested that he would discuss with officers, the reasons for the reduction in KPI's from 41 to 13 in number, after it was noted that some KPI's originally proposed were found to be difficult to measure and so were discontinued as unviable.

RESOLVED: That the report be received and it be noted that the Board was reassured on the performance of the Data Services department and the Serco contract.

(At this point Councillor Mrs A Newton gave her apologies and left the meeting)

72      COVID-19 UPDATE

The Board considered an update report from the Assistant Director – Corporate Recovery, on the work by the Local Resilience Forum (LRF), partners and Lincolnshire County Council (LCC) to manage Lincolnshire's response to the Covid-19 pandemic.

On the 26<sup>th</sup> November Lincolnshire was informed that they would be placed in Tier 3 (the highest restrictions) from the 2<sup>nd</sup> of December 2020, this followed the end of the second period of national lockdown. These arrangements were reviewed on the 16<sup>th</sup> December 2020.

As part of the Covid-19 Winter Plan arrangements for a period of 5 days from 23 December to 27 December 2020, the government had announced that the public could choose to form a 'Christmas bubble' following the following rules: You could only be in one Christmas bubble; You cannot change your Christmas bubble; Your Christmas bubble should not include people from more than three households.

The Chief Executive reported that during the meeting it had been announced that Lincolnshire would continue to be placed in Tier 3 restrictions which were likely to be reviewed in two weeks' time. There was also a Government announcement on the return of schools in January. All secondary school pupils and teachers in England would be tested for coronavirus from January. Primary schools would be given rapid lateral flow tests to be carried out weekly for all staff, and daily tests for all close contacts of confirmed Covid-19 cases.

Discussion took place on the likely impacts on both the County and the Council of a 'no deal Brexit'. It was suggested that the impacts/risks of a Brexit deal or no deal would be relatively low for Lincolnshire. Primarily as there were no ports or border crossing points in the county. There could be food and medicine supply issues but these were not expected to be immediate issues and were being managed nationally. The County Council had been providing support and information to businesses via support lines and seminars on the need to prepare for Brexit.

RESOLVED: That the report be noted.

73 OVERVIEW AND SCRUTINY MANAGEMENT BOARD WORK  
PROGRAMME

Members were advised that this item was for information only.

RESOLVED: That the work programme be noted.

The meeting closed at 12.30 pm



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

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>28 January 2021</b>
Subject:	<b>Councillor Call for Action - Resolving obstruction of the Highway / Creation of Parking Spaces on West Street, Barkston</b>

**Summary:**

The report invites the Overview and Scrutiny Management Board to consider a Councillor Call for Action request received by the Chief Executive from Councillor R Wootten in respect of West Street, Barkston.

**Actions Required:**

The Overview and Scrutiny Management Board is requested to:

1. consider the Councillor Call for Action request attached at Appendix A.
2. determine whether to refer the Councillor Call for Action request to the Highways and Transport Scrutiny Committee for final determination.
3. if referred, provide advice to the Highways and Transport Scrutiny Committee for its consideration on 8 March 2021.

## **1. Background**

Under Section 119 of the Local Government and Public Involvement in Health Act 2007 and Section 20 of the Police and Justice Act 2006, councillors can submit a Councillor Call for Action (CCfA). Councillor Call for Action came into force on 1 April 2009 and provides councillors with an opportunity to raise a matter of local concern through the overview and scrutiny process. A Councillor Call for Action will be a last resort, when the councillor has tried all other means of resolving the matter and everything else has failed.

The criteria for such a request are set out in the Council's Constitution and the guidance for councillors, which is attached at Appendix B.

## Background to the Councillor Call for Action Request

On 31 December 2020, Councillor R Wootten, who represents the Grantham North division, submitted a Councillor Call for Action in relation to resolving obstruction of the Highway / Creation of Parking Spaces on West Street, Barkston.

The reasons for this request are set out in the Councillor Call for Action form attached at Appendix A.

In summary, a farmer and businessman on West Street, Barkston has raised concerns with Councillor R Wootten over the obstruction of the road by parked cars, which in turn are restricting access to his private property. The situation has become worse during the Covid-19 pandemic due to increasing numbers of people following the Government's advice to exercise and this location has gained popularity as an area for countryside walking along the River Witham. There are no parking spaces along West Street and the passing point is also being used for parking.

Councillor R Wootten has attempted to resolve the matter by contacting the Lincolnshire Police Neighbourhood Team, Lincolnshire County Council officers in Highways and Countryside Services, National Farmers Union, the local MP, and the Barkston and Syston Parish Council.

The matter is therefore now being brought forward as a Councillor Call for Action by Cllr R Wootten who has identified some potential options that Lincolnshire County Council could undertake to resolve the matter in his Councillor Call for Action at Appendix A.

As outlined in the guidance at Appendix B, once the Councillor Call for Action has been submitted, the Chief Executive will need to determine whether the request is valid.

The form was presented to Debbie Barnes, Chief Executive, on 4 January 2021 to determine whether the Councillor Call for Action request was valid. The Chief Executive confirmed on 8 January 2021 that the request was valid.

## Response to the Councillor Call for Action from Highways and Countryside Services

Colleagues in both the Highways and Countryside Services have reviewed the submitted issues since they were first raised in May 2020 during the initial Lockdown period, and the County Council's Traffic and Minor Works Team is currently looking to assist with the parking issues but this only centres on the parking within the two passing places. The Team is not currently looking at parking on any other areas at this end of West Street.

The farmer has placed white verge marker posts near to the entrance to his property and a sign in the verge asking people not to park in the passing places, all without formal permission. At this point in time, there are no immediate plans to



have these removed, but the Team would not want to see more of either and it is not planning to place anything similar there.

With regards to the suggestion of a layby, the Council could bid for funding to do this, but it does not normally provide on-street parking laybys and does not have any allocated funding within current maintenance budgets to do this.

Displacement of the parking would cause significant issues elsewhere in the village including within the residential part of West Street.

The root cause of the problem is that the public are seeking to use the local Public Rights of Way network to undertake their exercise and there is little here that can be regulated by the Council. This is currently a nationwide concern as the whole country is suffering in similar ways across rural areas, where the public are picking natural beauty / places of interest / promoted areas for going out to exercise during the Covid-19 pandemic. It is unclear whether the significant increase in usage will be sustained once the pandemic restrictions have been relaxed. This can only be evaluated against summer usage when children are not at school and the weather is more conducive.

The suggestions submitted thus far mainly focus on road management solutions except for the suggestion of moving the Section 34 notice advising traffic that motor vehicle use is not allowable on a bridleway. Moving this signage will have no material effect on addressing the problem as the parking occurs at locations that could not be covered by that informative sign.

### Next Steps

As the Councillor Call for Action has been accepted by the Chief Executive, the next step in the process is consideration of the request by the Overview and Scrutiny Management Board to determine whether the request should be referred to the relevant Overview and Scrutiny Committee for further consideration.

If it agrees to refer, then the Board will provide advice prior to referral to the Highways and Transport Scrutiny Committee for final determination.

## **2. Conclusion**

The Overview and Scrutiny Management Board is requested to consider the Councillor Call for Action request and determine whether it should be referred to the Highways and Transport Scrutiny Committee for final determination.

## **3. Consultation**

### **a) Risks and Impact Analysis**

Not Applicable

#### 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Councillor Call for Action form from Cllr Ray Wootten 31-12-2020
Appendix B	Councillor Call for Action Guidance for Councillors

#### 5. 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 Tracy Johnson, Senior Scrutiny Officer, who can be contacted by e-mail at [tracy.johnson@lincolnshire.gov.uk](mailto:tracy.johnson@lincolnshire.gov.uk)

**COUNCILLOR CALL FOR ACTION FORM**

**Councillors should read the guidance approved by the Overview and Scrutiny Management Committee (9 July, 2009) before completing this form.**

Name of Councillor	Councillor Ray Wootten
Subject of Councillor Call for Action	Resolve obstruction of the Highway/ Creation of Parking Spaces
Does the Councillor Call for Action relate to a county council function?	Yes – Highways
Does the Councillor Call for Action relate to crime and disorder?	No
Is the Councillor Call for Action limited to your own electoral division?	Yes
Have you tried all other means of resolving this matter?	Yes
<p><b>Please explain what the concern is and what steps have been taken to resolve the matter?</b></p> <p>Mr Steven Elnor, Mill Farm, Barkston, NG322NZ, farmer and businessman resides at the end of West Street, Barkston.</p> <p>The location next to his farm entrance which is shown on the attached photographs, is being used as a parking space for Countryside walkers to the River Witham where stepping stones are a feature. West Street is a narrow country road with only one passing point which is being used as a parking space.</p> <p>To gain access vehicle owners are parking on West Street on the grass verge which then obstructs Mr Elnor's farm machinery and caravan business from operating.</p> <p>Walkers are then using Drift Lane which is covered by a Section 34, Highways Act 1988 restriction of vehicles notice to gain access to the River Witham.</p> <p>Mr Elnor and his family have lived at Mill Farm since the 1930's and for a number of years encountered problems. Since the Coronavirus pandemic increasing numbers of people have followed the government's advice to exercise and this location has gained popularity on social media.</p> <p>The following action has been taken to date:</p> <ol style="list-style-type: none"> <li>1. Lincolnshire Police Neighbourhood Team have visited Mr Elnor and given advice on installing posts near his entrance. Mr Elnor has done so at his own expense costing around £150.</li> <li>2. Contacted LCC Countryside Officer Andy Savage and Chris Miller.</li> <li>3. Contacted the local MP Dr Caroline Johnson who supports this action.</li> <li>4. Informed his representative Rhonda Thompson from the National Farmers Union (NFU).</li> <li>5. Rowan Smith, LCC local Area Highways Manager – West Division visited the location.</li> </ol>	

6. Barkston & Syston Parish Council Chairman who supports this action.
7. Councillor Martin Hill OBE, Leader of the Council, supports a Councillor Call for Action being submitted.
8. Myself and District Councillors support action being taken.
9. Executive Councillor Richard Davies notified that call for action being taken.
10. Photographic evidence has been gathered to demonstrate the problem (attached).

*(Please provide as much information as possible and continue on separate pages if required and attach any relevant documentation.)*

**What are your desired outcomes from the Councillor Call for Action?**

*In order of preference*

1. Parking spaces for up to six vehicles created from the grass verge.
2. As above plus the relocation of the Section 34 notice on Drift Lane.
3. Restricted waiting put in place on this section of West Street – Daytime only.
4. The lawful erection of additional white marker posts.
5. Restricting entrance to a section of West Street for access only for residents, visitors and deliveries only.

Signed:	Cllr Ray Wootten
Date:	31 <sup>st</sup> December 2020

Please return this form to the Scrutiny Team, via email to [scrutiny@lincolnshire.gov.uk](mailto:scrutiny@lincolnshire.gov.uk)

# Photographic Evidence

Photo 1



Photo 2



**Photo 3**



**Photo 4**



Map of the Area



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## COUNCILLOR CALL FOR ACTION – ADVICE TO COUNCILLORS

This advice was approved on 9 July 2009 by the Overview and Scrutiny Management Committee.

### Notes

1. References to the 'Overview and Scrutiny Management Committee' should be construed as the 'Overview and Scrutiny Management Board'.
2. References to the 'Communities Scrutiny Committee' should be construed as the 'Public Protection and Communities Scrutiny Committee'.

### What is a Councillor Call for Action?

A Councillor Call for Action gives you an opportunity to raise a matter of local concern through the overview and scrutiny process. A Councillor Call for Action will be a last resort, when you have tried all other means of resolving the matter and everything else has failed.

### Why do we have a Councillor Call for Action?

Section 119 of the Local Government and Public Involvement in Health Act 2007 and Section 20 of the Police and Justice Act 2006 provide you with these powers.

### When can I use Councillor Call for Action?

The Council's Constitution states that you can only use a Councillor Call for Action, if it meets the following conditions:

- (1) The Councillor Call for Action must either relate to a County Council function or to a crime and disorder matter.
- (2) The Councillor Call for Action must relate to a matter which is limited to your own electoral division or part of it.
- (3) The Councillor Call for Action cannot relate to a matter, which could be pursued via the County Council's complaint process.
- (4) The Councillor Call for Action cannot relate to a licensing or planning matter, as there are alternative means of resolution, such as a licensing or planning appeal.

You must provide evidence that all other means of resolving the matter have been tried, in accordance with this guidance. You cannot make a Councillor Call for Action, if one has been submitted in the previous six months, on the same matter.

### **Why do we have all these rules?**

The provisions in the County Council's Constitution conform to the legislative requirements.

### **What other guidance do I need to follow?**

You may use a Councillor Call for Action as 'a last resort', when you have tried all other means of resolving the matter. You should have engaged, for example, with appropriate senior managers who are responsible for the delivery of the particular service. You should be satisfied that this is a matter of local community concern and is genuine and not just matter promoted by a vocal or influential individual or pressure group. You should try to find out the views of other community members, to help you make this clear.

You should also be satisfied that there are no other obvious ways to resolve this. For example, if you believe that the matter may affect residents in other parts of Lincolnshire, it would be more appropriate to ask for the item to be raised as a general issue that might be considered in the work programme of the relevant overview and scrutiny committee.

A Councillor Call for Action should not be vexatious. This is defined as a matter which is persistently raised in different ways where explanations have already been provided, and which are likely to cause distress, disruption or irritation without justified cause.

A Councillor Call for Action should not be discriminatory. This is defined as a matter where a person discriminates against (treats less favourably) another on the grounds of religion, race, colour, disability, sex or sexual orientation.

### **How do I make a Councillor Call for Action?**

You are asked to complete a Councillor Call for Action form. These are available from the Scrutiny Team in Democratic Services and are also available on the councillors' microsite. Please submit the form to the Scrutiny Team. You are asked to provide as much information as possible on all the steps that you have taken to resolve the matter.

## **What happens when I have submitted a Councillor Call for Action?**

The Chief Executive considers the Councillor Call for Action and, in the light of this guidance, makes a determination. The Chief Executive may refuse your Councillor Call for Action, where:

- you have not provided enough information;
- you could have done more to resolve the matter at a local level;
- the matter is more an individual complaint than a community concern;
- the referral is vexatious or discriminatory;
- there are other avenues available, for example, a licensing or planning appeal;
- the matter has already been examined by Overview and Scrutiny in the last six months or is on the current work programme.

## **What happens if a Councillor Call for Action is refused?**

Where the Chief Executive refuses your Councillor Call for Action, you will be formally notified and you may be given advice about any other steps that you could take to resolve the matter. The refusal will be reported to the next available meeting of the Overview and Scrutiny Management Committee, or in the case of a crime and disorder Councillor Call for Action to the next available meeting of the Communities Scrutiny Committee.

## **What happens if the Chief Executive accepts your Councillor Call for Action?**

If the Chief Executive accepts your request, it will be referred to the Overview and Scrutiny Management Committee (or in the case of a crime and disorder Councillor Call for Action to next available meeting of the Communities Scrutiny Committee). You will be invited to attend the meeting, to present your Councillor Call for Action and you should make it clear to the Committee what your desired outcome is.

The relevant Executive Councillor, Executive Support Councillor and officers will be notified and invited to attend. Where possible, they will provide the Committee with information in relation to your Councillor Call for Action.

## **What is the Role of Overview and Scrutiny Management Committee?**

Where the Councillor Call for Action relates to a general matter (not a crime and disorder matter), the Overview and Scrutiny Management Committee will provide advice prior to referral to the relevant overview and scrutiny committee for final determination.

### **What is the Role of the Relevant Scrutiny Committee?**

The relevant overview and scrutiny committee will consider the Councillor Call for Action, together with the advice from the Overview and Scrutiny Management Committee, and decide what action to take.

The relevant overview and scrutiny committee may decide to take no further action. The committee is required to specify the reasons for this decision.

The relevant overview and scrutiny committee may decide that the Councillor Call for Action requires further investigation, and it may seek more information. The relevant overview and scrutiny committee may decide to make a report and recommendations on the matter.

### **What is a crime and disorder Councillor Call for Action?**

The legislation defines 'a local crime and disorder matter' as: -

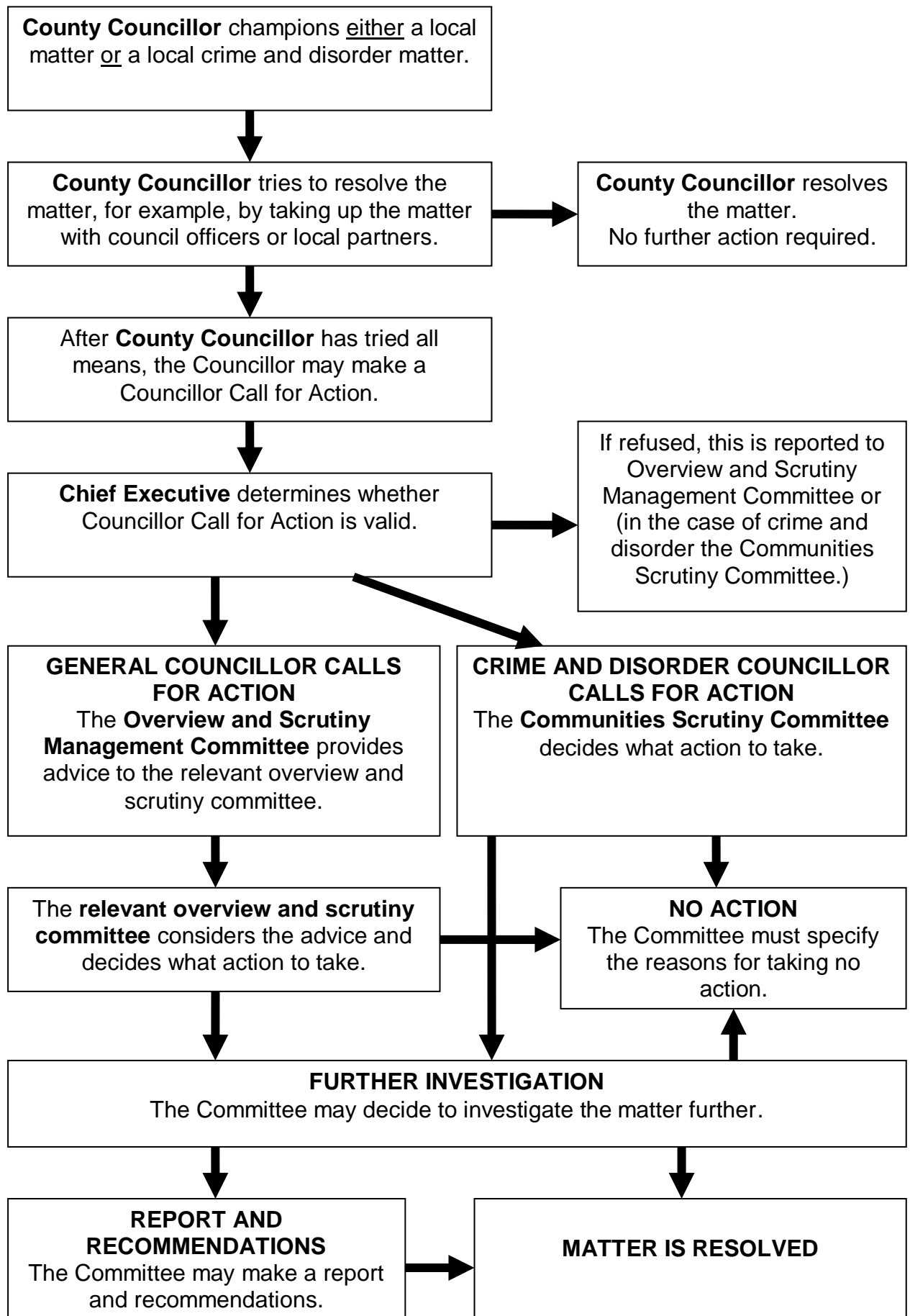
**EITHER**      crime and disorder (including particular forms of crime and disorder that involve anti-social behaviour or other behaviour adversely affecting the local environment) which affects all or part of your electoral division or any person who lives or works in the electoral division

**OR**            the misuse of drugs, alcohol and other substances, which affects all or part of your electoral division or any person who lives or works in the electoral division.

### **How are crime and disorder Councillor Calls for Action considered?**

The Communities Scrutiny Committee will consider and determine what action is going to be taken in relation to crime and disorder Councillor Calls for Action.

## PROCEDURE FOR DEALING WITH A COUNCILLOR CALL FOR ACTION



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

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>28 January 2021</b>
Subject:	<b>Performance Reporting Against the Corporate Plan Performance Framework 2020-2021 - Quarter 2</b>

**Summary:**

This report invites the Overview and Scrutiny Management Board (OSMB) to consider a report on the 2020/2021 Corporate Plan Quarter 2 performance, which will be presented to the Executive on 2 February 2021. The views of the Board will be reported to the Executive as part of its consideration of this item.

This report also sets out the performance of the Tier 2 service level performance indicators for 2020/21 Quarter 2 that are within the remit of OSMB.

**Actions Required:**

The Overview and Scrutiny Management Board is invited to:-

- 1) Consider the attached report and to determine whether the Board supports the recommendation to the Executive as set out in the report.
- 2) Agree any additional comments to be passed on to the Executive in relation to this item.
- 3) Review and comment on the performance information that is within the remit of the Board and highlight any recommendations or further actions for consideration.

**1. Background**

The Corporate Plan was approved by the County Council on 11 December 2019 and the Executive approved the Corporate Plan Performance Framework 2020/21 on 6 October 2020. The Framework contains performance indicators and key activities against which performance and progress will be reported in order to demonstrate whether the Council is achieving the four ambitions for Lincolnshire as set out in the [Corporate Plan](#).

The accompanying appendices detail the report to the Executive and performance in Quarter 2 for the Tier 2 service level performance in relation to Corporate Property as set out in the Performance Framework 2020/21.

## 2. Conclusion

Following consideration of the attached report to the Executive, the Board is requested to consider whether it supports the recommendation in the report and whether it wishes to make any additional comments to the Executive. Comments from the Board will be reported to the Executive.

Members of OSMB are also invited to review and comment on the performance information for Quarter 2 that is within the remit of the Board and highlight any recommendations or further actions for consideration.

## 3. Consultation

### a) Risks and Impact Analysis

Not Applicable

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report on Performance Reporting Against the Corporate Plan Performance Framework 2020-2021 - Quarter 2 to be presented to the Executive at its meeting on 2 February 2021
Appendix 2	Performance Measures that are within the remit of OSMB

## 5. Background Papers

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

This report was written by Jasmine Sodhi, Performance and Equalities Manager, who can be contacted by e-mail at [jasmine.sodhi@lincolnshire.gov.uk](mailto:jasmine.sodhi@lincolnshire.gov.uk).



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

Report to:	<b>Executive</b>
Date:	<b>02 February 2021</b>
Subject:	<b>Performance Reporting Against the Corporate Plan    Performance Framework 2020-2021 - Quarter 2</b>
Decision Reference:	<b>I020630</b>
Key decision?	<b>No</b>

**Summary:**

This report presents an overview of performance for Quarter 2 (June – September 2020) against the Corporate Plan. Details on performance can be viewed on the [website](#).

**Recommendation:**

That Quarter 2 performance for 2020/21 be considered and noted.

**Alternatives Considered:**

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

**Reasons for Recommendation:**

To provide the Executive with information about Quarter 2 performance against the Corporate Plan.

**1. Background**

- 1.1 The Corporate Plan (CP) was approved by the Council on 11 December 2019 and the Executive approved the Corporate Plan Performance Framework on 6 October 2020. The Framework contains performance indicators (PIs) and key activities against which performance/progress will be reported 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.

1.2 The four ambitions are:

- Create thriving environments, which overall is 'On plan'
- Enable everyone to enjoy life to the full, which overall is 'Ahead of plan'
- Provide good value council services, which overall is 'On plan'
- Support high aspirations, which overall is 'On plan'

1.3 This report provides the Executive with highlights of Quarter 2 (Q2) performance of the performance framework. The full range of performance is hosted on the Council's [website](#). Performance is reported by exception.

For activities, this includes those which are:-

- Ahead of plan - achieved current milestones and forecast to achieve future milestones ahead of timescales, summarised in Appendix A.
- Behind plan - current milestones have not been achieved, summarised in Appendix B.

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.

For PIs, 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.

## 1.4 **Headlines Quarter 2 Performance**

### 1.4.1 Activities

1.4.2 Services have provided key milestones for each activity. Progress is an objective judgement by the service against the milestones.

1.4.3 Of the 19 activities with milestones due to be reported in Q2, 89% are either On plan or Ahead of plan:-

- 12 are On plan (Achieved current milestones and forecast to achieve future milestones within timescales);
- 5 are Ahead of plan (Achieved current milestones and forecast to achieve future milestones ahead of timescales); and
- 2 are Behind plan (Current milestones have not been achieved)

1.4.4 Both of those 'Behind plan' have been impacted by Covid-19:-

Promoting of the SHERMAN initiative and implementation of the hoarding protocol (A57); The SHERMAN campaign highlights seven factors that

put people at greater risk of having a fire, or being less likely to react to a fire.

- Smoking
- Hoarding
- Elderly people or those who live alone
- Reduced mobility, hearing or visual impairments
- Mental health issues
- Alcohol misuse, drugs/medication dependence
- Needing care or support

It aims to increase both public and professional awareness of the risk factors. It encourages them to make contact with the fire service through a safe and well check.

The integrated finance and people management (Business World) system (A75); The final go-live date will now be November 2021. This has been in part as a result of the impact which Covid-19 has had on the early stages of the project; resulting in the Council being unable to implement a revised chart of accounts which also impacted on the solution design and build stages. This in turn has had a knock on effect to the later deliverables. Beyond Covid-19 related delays, the Business World system has also been impacted by the complexity of how the existing system has been configured and managed which has resulted in additional unforeseen build requirements in the Hoople platform. The revised go-live date has been agreed with all key departments within the Council and has been set to reflect known staff capacity issues during the financial year-end period, the lack of staff and schools availability during July and August due to schools closing and extensive staff annual leave, and also recognising the complexity of September and October payroll runs. The delay to go-live will not affect the Council's current use of the system and whilst moving systems mid financial year will create additional configuration requirements, it will be advantageous to manage the financial year-end process in the same system.

Generally performance in Q2 does not reflect the second national lockdown, however priority has moved away from recovery, and on-going work on developing an Exit Strategy for Covid-19 has been paused. The Lincolnshire Resilience Forum (LRF) has flipped back into response mode and the focus is on responding to the current increase in infection levels and related pressures on service delivery. Work on the Exit Strategy will be prioritised accordingly and a new date will be fixed accordingly for its completion and adoption. (A85)

<b>Ambition</b> Create thriving environments	
<b>Objective</b> Provide sufficient, high quality and inclusive education places locally	<b>On plan</b> <b>Both activities</b> (A53, A54)

<b>Objective</b> Improve the safety of local communities	<b>Behind plan</b> <b>1 activity</b> (A57) <b>Covid-19 Impact</b>
<b>Objective</b> Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business	<b>Ahead of plan</b> <b>1 activity</b> (A47)
<b>Objective</b> Advocate for investment in our transport and energy infrastructure, digital connectivity and schools, championing active sustainable travel	<b>Ahead of plan</b> <b>1 activity</b> (A43)

<b>Ambition</b> Enable everyone to enjoy life to the full	
<b>Objective</b> Deliver quality children's centres which are at the heart of our communities supporting families so their children thrive.	<b>Ahead of plan</b> <b>1 activity</b> (A33)

<b>Ambition</b> Provide good value council services	
<b>Objective</b> Put our customers first, so we respond with one voice, working effectively across teams	<b>On plan</b> <b>1 activity</b> (A82)
<b>Objective</b> Nurture and celebrate a forward-looking, high-performing, skilled and empowered workforce	<b>On plan</b> <b>1 activity</b> (A74)
	<b>Behind plan</b> <b>1 activity</b> (A75) <b>Covid-10 Impact</b>
<b>Objective</b> Maximise opportunities to work with others and improve service delivery	<b>On plan</b> <b>1 activity</b> (A72)
<b>Objective</b> Get the most out of our shared public estate, to provide more community opportunities, housing, employment and accessible services	<b>On plan</b> <b>1 activity</b> (A81)
<b>Objective</b> Engage, listen and respond to our communities	<b>Ahead of plan</b> <b>2 activities</b> (A66, A67)
<b>Objective</b> Design our processes and services to meet customers' needs	<b>On plan</b> <b>2 activities</b> (A60,A61)
<b>Objective</b> Be there when communities need us most, responding collaboratively to emergencies	<b>On plan</b> <b>1 activity</b> (A85)

<b>Ambition</b> Support high aspirations	
<b>Objective</b> Manage the risks to our environment from climate change to protect our natural and built resources for future generations	<b>On plan</b> <b>Both activities</b> (19, 18)
<b>Objective</b> Deliver economic growth to create and sustain vibrant communities	<b>On plan</b> <b>1 activity</b> (17)

#### 1.4.5 Some highlights of achievements include:-

- The initial Tourism Action Plan consultation has been completed to attract tourists to the county leading the way in raising the profile of the county to maximise what Lincolnshire has to offer. (A47)
- A range of virtual support sessions for children and their families were well attended during the summer term to prepare them for school and their transition into their reception year in September. (A33)
- The County Views residents' panel has been established as part of transforming how we engage with communities, listening and acting on what they say and supporting them to be resilient and self-sufficient. (A66)
- The Initial Conversation model has been rolled out for all Adult Frailty and Long Term Conditions Teams supporting us to place the individual, their family and friends at the heart of their care plan. (A67)

#### 1.4.6 Performance Indicators (PIs)

Of the 11 PIs reported in Q2, 7 can be compared with a target. Of those 71% met or exceeded the target:-

- 2 exceeded the target
- 3 achieved the target
- 2 did not achieve the target

Covid-19 has had an impact on performance of three of the PIs in the CP (Schools Ofsted rating; online transactions via the website; jobs safeguarded and created as a result of the Council's support) and service level performance (reported to scrutiny committees) including Trading Standards, Libraries and Heritage, and community safety work in schools.

#### 1.4.7 Ambition: Create thriving environments

Of the four PIs reported in Q2:-

- 93% of traveller review ratings from Trip Advisor of excellent and/or very good exceeded the target of 85%. (PI128)
- 93.8% of superfast broadband coverage in Lincolnshire achieved the target of 93.2% - 95.2%. We are on course to achieve the target of 97% superfast coverage by 31 December 2022. (PI141) NB. Still awaiting portfolio holder approval for this target.

- 2.0% reduction in Lincolnshire's 2018 overall per capita CO<sup>2</sup> emissions from 2017. This PI is for context and is not compared with a target. (PI175)
- 83.2% of schools have an Ofsted rating of good or above. The target of 84%-86% was not achieved. School inspections did not take place in Quarter 2 (June-September) due to Covid-19 and this has impacted performance. (PI142)

#### 1.4.8 **Ambition: Enable everyone to enjoy life to the full**

Of the two PIs reported in Q2:-

- 76.5% of adults with learning disabilities who live in their own home or with family achieved the target of 75% - 85%. A slight increase in clients whose accommodation status is unknown has led to a slight drop in performance of 0.2 percentage points from Q1 (76.7%). These 16 clients will be investigated and their records updated for Q3 reporting. (PI49)
- 78.6% of children in care are living within a family environment; this exceeds the target of 74% and confirms that, for the vast majority of Children in Care, a family placement is the most effective means of offering care. Of these, 33 children at the end of Q2 were living with parents and were either subject to an order as part of care proceedings or reunified home. (PI138)

#### 1.4.9 **Ambition: Provide good value Council services**

Of the two PIs reported in Q2:-

- There were 171,363 online transactions via the website, including recycling centre bookings introduced due to Covid-19. The total figure excluding recycling bookings is 7,797. (PI149)
- There were 59% of contacts where the customer considers their concerns have been fully addressed through achieving early resolution (exclusive of statutory complaints). In light of the difficulties faced during Covid-19 and the significant increase in the number of overall contacts received, it was considered that there was likely to be a decrease or no movement in comparison to the previous quarter. However performance improved from 53% in Q1. (PI151)

Both of these PIs are for context and not compared with a target.

#### 1.4.10 **Ambition: Support High Aspirations**

Of the three PIs reported in Q2:-

- 54.9% of pupils with an Education, Health and Care Plan (EHCP) are placed in mainstream schools achieving the target of 53.2% - 55%. (PI135)
- 38.2% of people are in higher skilled jobs. This measure should be treated as an evaluative measure only, rather than as a PI as other outside influences can impact this metric as much as Lincolnshire County Council activity can. However, continued year on year increases

in employment in these occupation codes are important to ensure Lincolnshire keeps up with national trends. It is a measure of the balance of our economy as a whole. Through 2019/2020, the proportion of people employed in this group in Lincolnshire fluctuated. Regionally there was small growth in this figure. Lincolnshire has historically had lower than average proportion of employment in higher level occupations. (PI131) This PI is usually reported in Q1.

- 80 jobs were safeguarded and created as a result of the Council's support, significantly less than the target of 150. This is a direct result of the economic downturn, particularly in relation to Covid-19. However, business growth is still taking place across the County with ten of the new jobs being created with the support of the Foreign Direct Investor Programme and five through activities supported by the Growth Hub. (PI68)

#### 1.4.11 Data expected in Quarter 2 but not available

Following the implementation of the new HR structure work on Business World during 2019/2020, employee turnover <sup>(91)</sup> and sickness absence <sup>(92)</sup> cannot currently be reported as the performance indicators require twelve months of data in the new structure to be able to report. The sickness absence report has been built and employee turnover is still in the process of being built. The aim is to be able to report Q2 data in the Q3 Corporate Plan performance report.

## 2. Legal Issues:

### Equality Act 2010

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

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

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

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

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

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

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

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

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

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

The report presents performance against the 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.

### **3. Conclusion**

This report presents an overview of performance for Quarter 2 against the Corporate Plan. There was good performance overall and three of the four ambitions are On Plan and the other Ahead of Plan. 89% of activities are either On Plan or Ahead of Plan and 71% of PIs met or exceeded the target.

### **4. 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 recommendation is lawful and within the remit of the Executive.

### **5. Resource Comments**

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

### **6. Consultation**

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

N/A

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

N/A

### c) Scrutiny Comments

The Overview and Scrutiny Management Board (OSMB) is due to consider this report on 28 January 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.

## 7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Summary of those activities that are Ahead of Plan
Appendix B	Summary of Activities that are Behind Plan

## 8. Background Papers

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

Document title	Where the document can be viewed
Council report: Corporate Plan 11 December 2019	<a href="https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=120&amp;MId=5661&amp;Ver=4">https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=120&amp;MId=5661&amp;Ver=4</a>
Executive report: Corporate Plan Performance Framework 6 October 2020	<a href="https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&amp;MId=5522&amp;Ver=4">https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&amp;MId=5522&amp;Ver=4</a>

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

### Summary of those activities that are ahead of plan

#### 1. Ambition: Create thriving environments

The following activities are ahead of plan – Achieved current milestones and forecast to achieve future milestones ahead of timescales.

Objective	Activity	Milestone	Progress
Champion Lincolnshire as a destination of choice to visit, live, relax, work and do business	Work with partners to attract tourists to Lincolnshire, leading the way in raising the profile of the county and enhancing collaboration across our councils to maximise what Lincolnshire has to offer. (A47)	Tourism Action Plan consultation by 30 Sept 2020.	The initial consultation has been completed.
Advocate for investment in our transport and energy infrastructure, digital connectivity and schools, championing active sustainable travel	Improve the digital connectivity across our rural county through continuing to work with, and influence, central government to generate the funding and flexibility to enable us to achieve gigabit capable digital communities and provide business growth opportunities. In addition, we will continue to stimulate private investment opportunities in full fibre infrastructure. (A43)	Sign contract 3, 30th Sept 2020.	Contract 3 signed on 24th September.

## 2. Ambition: Enable everyone to enjoy life to the full

Objective	Activity	Milestone	Progress
Deliver quality children's centres which are at the heart of our communities supporting families so their children thrive.	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)	Provide a range of virtual support sessions for children and their families to prepare them for school and their transition into their reception year in September 2020.	A range of virtual support sessions were provided during the summer term. These were well attended and families engaged with this new delivery model. A range of virtual support sessions are also being provided during the autumn term. Families have continued to engage with this new delivery model which builds upon the work delivered during the summer.

### 3. Ambition: Provide good value council services

Objective	Activity	Milestone	Progress
<p>Engage, listen and respond to our communities.</p>	<p>We will transform how we engage with communities, listening and acting on what they say and supporting them to be resilient and self-sufficient. This will be articulated through the refresh of our community strategy. In year 1 we will develop residents' panels and deliver a county-wide customer survey. (A66)</p>	<p>Review initial customer survey results by 30 April 2020.</p> <p>Develop on-going engagement/ survey approach by 31 July 20.</p>	<p>The County Views residents' panel has been established and to date 204 residents have joined the panel.</p> <p>Panel members take part in county-wide residents' surveys and have opportunities to get involved in other activities, including focus groups and workshops. The on-going promotional activities are delivered to build the membership and ensure representativeness.</p> <p>To date, two county-wide residents' surveys have been held and the third one is to begin in November 2020. The results are analysed and published on the website.</p> <p>The engagement directory and the new process have been developed recently to help ensure consistent practice for feeding back to residents and stakeholders. The new process will provide visibility of all engagement activity and make findings and decision details easily accessible on our website.</p>

Objective	Activity	Milestone	Progress
Engage, listen and respond to our communities.	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)	Implement and embed Initial Conversation in Adult Social Care Adult Frailty Long Term Conditions – September 2020.	Mosaic processes have been developed and are in place to support the Initial Conversation. The model has now been rolled out, guidance developed and a series of online workshops have taken place for all Adult Frailty and Long Term Conditions Teams in Lincolnshire.

## Summary of activities that are behind plan

## Ambition: Create thriving environments

Objective	Activity	Milestone	Progress
Improve the safety of local communities	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)	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).	<p>Following the initial review and re-profiling of risk due to the impact of COVID-19, delivery of community safety activities were updated to ensure that we continued to provide advice and support for those identified as vulnerable and most in need of help.</p> <p>An additional layer of risk assessment was added to allow for a comprehensive triage process to be adopted for all referrals received, allowing limited resources to focus on the identified critical/high risks.</p> <p>Whilst confident that we are providing the appropriate level of support to all referrals, we are committed to continually reviewing how we offer support to ensure effective and efficient responses. Partnership engagement has been key to allowing delivery of the SHERMAN concept during the pandemic.</p> <p>Close working with colleagues in Adult Social care, has allowed advice and support to be maintained around the Hoarding project.</p>

			<p>Information has been gathered that has allowed safety messages to be amended and updated and shared in a variety of methods, allowing identified issues to be managed and supported.</p> <p>We have reviewed the data in order to measure the success of this activity and whilst it is clear that support, advice and guidance is being offered in alternative ways, our preferred response against the specified timescales has been outside of our outlined targets.</p> <p>The full impact of not meeting the specified timescales on 100% of occasions is being reviewed against the current restrictions in place due to COVID-19. This review will allow control measures to be amended and updated if an identified detrimental impact is being observed.</p> <p>Periodic reviews of our delivery strategy are carried out in line with local risks and direction offered by the National Fire Chiefs Council. We are confident that continued development of the process will see performance against the activity improve and also more importantly continue to ensure that timely support is provided.</p>
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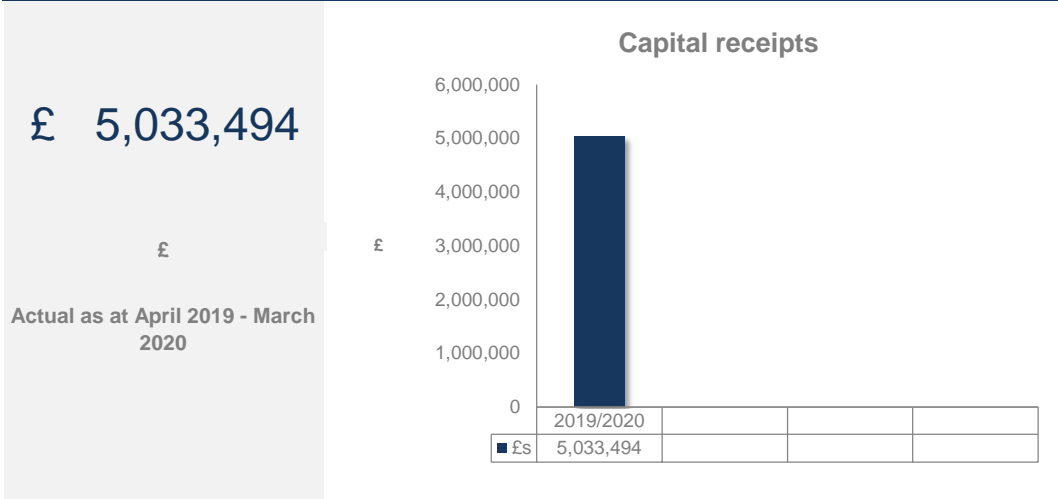
**Ambition: Provide good value council services**

Objective	Activity	Milestones	Progress
<p>Nurture and celebrate a forward-looking, high-performing, skilled and empowered workforce.</p>	<p>We will increase our effectiveness by redesigning processes relating to our people and financial management, through an integrated finance and people management system. (A75)</p>	<p>Mobilise Business World system re-design programme by 11 March 2020.</p> <p>Develop shareholder agreement with Herefordshire Council for Hoople by 31 March 2020.</p> <p>Complete system build - by 2 October 2020.</p> <p>.</p>	<p>Despite best endeavours from the Council, Hoople and other partners it is highly probable that the system re-design will not be live for April 2021. The impact of Covid so far has taken out all contingency arrangements and factoring in a similar and even a potentially greater impact over the next six months it is expected that the system will not be live until sometime between July – November 2021. This will be constantly reviewed and monitored, pending the full impact of Covid.</p> <p>Although the actual re-build of the existing system onto the Hoople platform is only two weeks behind (as at 12/10/20), we are already seeing Covid impact on the lack of availability of staff to fulfil roles, delays in system processing, coupled with the need to implement safe testing arrangements in both an office and home environment. This has been compounded by uncovering issues with the existing system design which have resulted in additional build requirements in the Hoople platform.</p> <p>It is acknowledged that moving to a new system mid-financial year is not ideal, and although managing the financial</p>

			year-end process with the existing system will be beneficial, it will create an additional impact on our Finance services which will require additional support to ensure this is managed effectively.
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## Capital receipts

This measure shows the capital receipts generated from the sale of Lincolnshire County Council's surplus assets. Progression is through property disposal towards a triennial set capital receipts target. A higher amount of capital receipts indicates a better performance. Reported annually in Quarter 1 with a 1 Quarter lag i.e. 2019/2020 performance is reported in Quarter 1 2020/2021

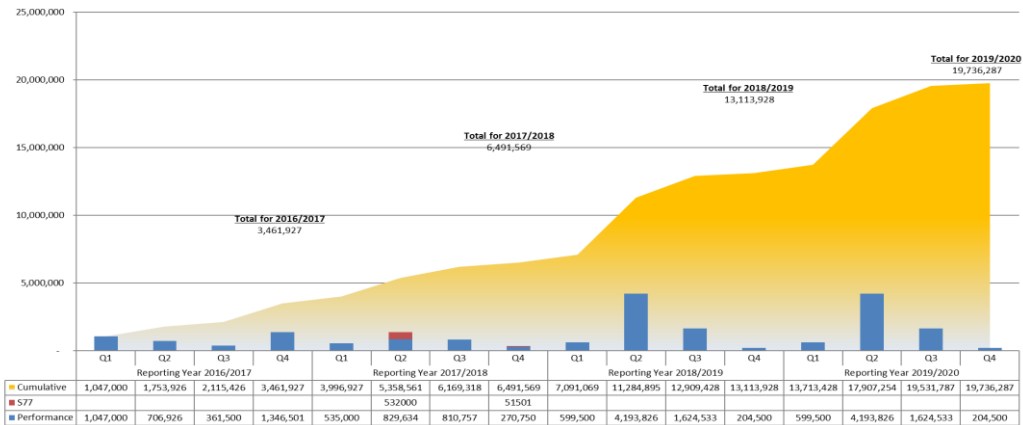


### About the latest performance

The three year disposal programme (ending 2021/22) has a target capital receipt total of £14m. The current forecasted three year total is £17,198,242 (net of S77 contributions) £18,013,992 gross. The total at the end of Y1 as reported is £5,033,494 with the forecast total for the end of Y2 currently at £9,299,992.

Further details

**Capital Receipts  
Q1 2016/2017 - Q4 2019/2020**



About the target

The target is to generate £14m in total capital receipts over three years from 2019/20 - 2021/22

About the target range

No target range has been set for this target.

About benchmarking

This measure is local to Lincolnshire and is not benchmarked against other authorities or areas.

## Achievement of KPIs - VINCI Facilities Partnership Limited contract

An overall score of over 75% is required for the contractor to benefit from financial incentives gained by performing lower than their target costs.

At the start of the next year the Employer reviews the targets and weightings for Key Performance Indicators. The Council reserves the right to suspend the application of any gain share which the Contractor may be entitled to in the event of any occurrence of an investigation of Regulatory Body e.g. Health and Safety Executive, Environment Agency, and in the event of a successful prosecution and/or claim disallow the application of the gain share.

Key performance indicators provide percentage scores against baseline performance for the overall service and for each individual service area of the VINCI Facilities Partnership Limited contract.

The contractor's performance is incentivised to stimulate continuous improvement in providing the service.

The contractors score determines their access to any financial gain accrued through performing below their target costs submitted at tender.

Services measured and their percentage weighting are:-

Project services – 22.5%;

Managed services – 15%;

Hard FM Services – 22.5%;

Soft FM services – 22.5%;

Other property services – 12.5%; and

General service – 5%.

A higher percentage of KPIs achieved indicates a better performance.

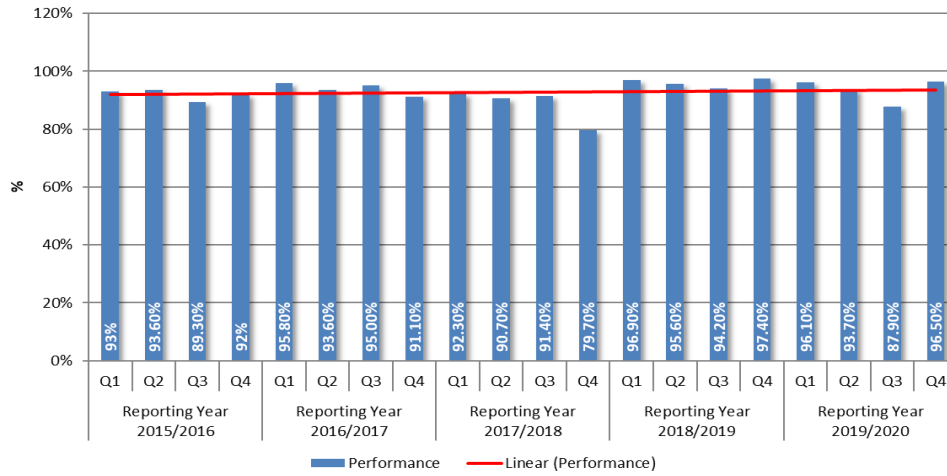


### About the latest performance

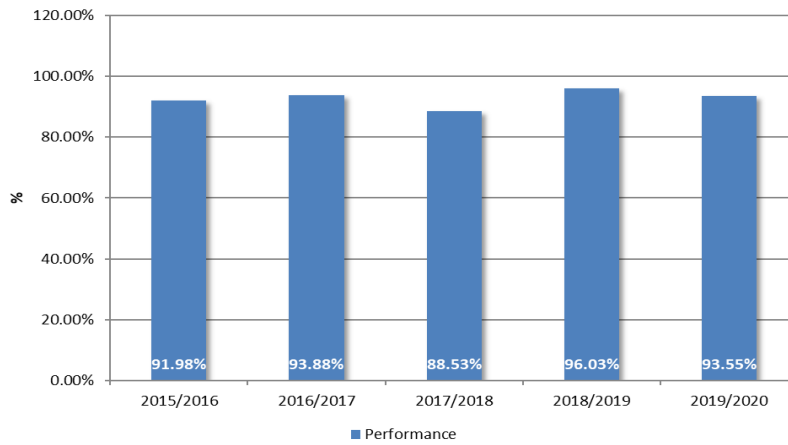
The overall contract performance continues to be good

Further details

**Achievement of KPIs - VINCI Facilities Partnership**



**Average Annual Achievement of KPI's - VINCI Facilities Partnership**



About the target

A score of 75% was set at tender stage. It is deemed to be commercially appealing whilst still ensuring high standards. In order for the Contractor to be eligible to any gain share they must achieve an overall performance of 75% and 75% for each Service Category. Lincolnshire County Council has set a aspirational internal target of 90% to influence target outcomes based on continuous improvement.

About the target range

No target range has been set for this measure.

About benchmarking

There is an aspiration to benchmark performance in the future.



**Open Report on behalf of James Drury, Executive Director - Commercial and Andrew Crookham, Executive Director - Resources**

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>28 January 2021</b>
Subject:	<b>Service Revenue and Capital Budget Proposals 2021/22</b>

**Summary:**

The report outlines the budget proposals for the next financial year 2021/22.

The Final Local Government Finance Settlement for 2021/22 has not been issued at the time of writing this report; however it is expected to be in line with the Provisional Settlement issued on 17 December 2020. Further budgetary information is also awaited from the Lincolnshire District Councils so the budget proposals for 2021/22 are therefore estimated at this stage.

This report specifically looks at the budget implications for the Council's Commercial, Resources and Corporate services.

The Executive approved the budget proposals, including those set out in this report, as its preferred option for the purposes of further consultation at its meeting on 5 January 2021.

Members of the Board have the opportunity to scrutinise them and make comment, prior to the Executive meeting on 2 February 2021 when it will make its final budget proposals for 2021/22.

**Actions Required:**

Members of the Overview and Scrutiny Management Board are asked to consider this report and make comments on the budget proposals. These will be considered by the Executive at its meeting on 2 February 2021.

## **1. Background**

- 1.1. The Spending Review (SR2020) results were announced by the Chancellor of the Exchequer on 25 November 2020. This was a spending review covering one year only to reflect the uncertainties caused by the coronavirus pandemic. The Office for Budget Responsibility published economic forecasts alongside the SR2020; these show that spending, public sector

debt and the budget deficit are all much higher than forecast in March 2020 and that the UK economy is set to contract significantly this year.

1.2. As expected, the SR2020 confirmed a "roll-over" settlement for local authorities. The Chancellor has ruled out returning to a programme of austerity to tackle the budget deficit, which is an indication that significant cuts in spending will not be required over the medium term. However the Chancellor announced a pay freeze for most public sector employees in 2021/22, the exceptions being National Health Service staff and public sector employees with a full time basic salary of up to £24,000. This latter group will receive a flat uplift of £250. Other announcements included:

- An overall real terms increase in core spending power in 2021/22 of 4.4% (but the sector is still worse off in real and cash terms compared to in 2010/11).
- The National Living Wage will increase to £8.91 per hour from April 2021 for people aged 23 years and over. This has been factored into our cost pressures.
- Councils providing Adult Social Care services can charge an adult social care precept of up to 3% in 2021/22, which can be deferred to 2022/23.
- The referendum limit will remain at 2% for general council tax. This means that a total council tax increase of up to 5% can be charged by Councils providing Adult Social Care services before requiring a referendum.
- Revenue Support Grant will be inflated by 0.55%.
- There will be a Tax Income Guarantee Scheme which will fund 75% of irrecoverable council tax and business rates losses in 2021/22. The details of how this will work are not yet known.

1.3. The coronavirus pandemic has impacted significantly in the 2020/21 financial year, on both Council services and the local economy, and central Government has provided grant funding to cover the Council's costs and losses arising directly from the pandemic. It is assumed that where direct impacts carry on into 2021/22 these will continue to be funded by Government grant. The SR2020 announcement confirmed that there would be funding in 2021/22 to cover continuing coronavirus costs and losses.

1.4. The Final Local Government Finance Settlement is expected to be published in February 2021.

1.5. Members will be aware that central Government planned to implement significant funding reforms for the sector. There are two aspects to these reforms: the Review of Relative Needs and Resources (formerly known as the Fair Funding Review), and 75% Business Rates Retention. These reforms were originally due to be implemented from April 2020 and were later deferred to April 2021. Earlier this year, the Government announced a further deferral until April 2022 so that the focus this year could be on supporting local government in the face of the coronavirus pandemic.



- 1.6. In view of the continuing uncertainties about future levels of funding, a one year budget is proposed for 2021/22.
- 1.7. Budgets have been reviewed in detail based on the latest available information to arrive at the proposals set out in this report. A number of new cost pressures have emerged in addition to the pressures identified for 2021/22 in the previous year's budget process. In some areas, savings which can be made through efficiencies with no or minimal impact on the level of service delivery have also been identified. In developing the proposed financial plan, budget holders have considered all areas of current spending, levels of income and council tax plus use of one off funding (including use of reserves and capital receipts) to set a balanced budget.
- 1.8. At its meeting on 5 January 2021 the Executive approved, for the purposes of further consultation, proposals for the Council's revenue and capital budgets including a proposed council tax increase for 2021/22 of 1.99%.

## Revenue Budget

1.9. Table A shows the total proposed revenue budget for the Council's Commercial, Resources and Corporate services.

TABLE A

2021/22 Revenue Budget	2020/21 Budget £000	Pay Inflation £000	Cost Pressures £000	Savings £000	Proposed Budget 2021/22 £000
<b>COMMERCIAL</b>					
Information Management & Technology	14,224	13	477	0	14,714
Corporate Property (including County Farms)	9,915	11	713	-235	10,405
Commercial Services (including Customer Service Centre)	8,594	25	130	0	8,749
Transformation	3,176	35	46	0	3,257
<b>Total - Commercial</b>	<b>35,909</b>	<b>84</b>	<b>1,366</b>	<b>-235</b>	<b>37,124</b>
<b>RESOURCES</b>					
Information Assurance	759	4	0	0	763
Legal Services	-1,099	0	0	0	-1,099
Democratic Services	2,394	13	0	0	2,408
Business Support	10,744	81	0	-57	10,768
Human Resources	3,312	11	50	-91	3,282
Financial Strategy	5,648	26	548	-20	6,202
Audit and Risk	1,091	12	0	-15	1,088
<b>Total - Resources</b>	<b>22,850</b>	<b>147</b>	<b>598</b>	<b>-183</b>	<b>23,412</b>
<b>CORPORATE</b>					
Strategic Communications	2,109	10	77	0	2,195
Corporate Services & Chief Executive	756	4	0	0	760
<b>Total - Corporate</b>	<b>2,865</b>	<b>14</b>	<b>77</b>	<b>0</b>	<b>2,956</b>
<b>GRAND TOTAL</b>	<b>61,624</b>	<b>245</b>	<b>2,041</b>	<b>-418</b>	<b>63,492</b>

- 1.10. Given the expectation of public sector pay restraint, the budget proposals currently allow for pay inflation of 0.75% to adjust budgets for the higher than budgeted pay award in 2020; no further pay inflation has been provided for in 2021/22.
- 1.11. There are service specific cost pressures for 2021/22 totalling £2.041m related to unavoidable increases in service volumes and contract inflation that are described in more detail below.

### Commercial

- 1.12. In Information Management and Technology revised volume assumptions driven by increased demands in supporting agile working and contractual inflation in outsourced provision create a cost pressure of £0.477m.
- 1.13. Increases in utility costs, rates, insurance, contract inflation and increased regulatory and compliance costs in Corporate Property result in cost pressures totalling £0.713m. This is partially offset by expected savings of £0.235m from reduced rent payable for the County Farms Estate, reduced support to internal moves, and Occupeye technology.
- 1.14. A cost pressure of £0.130m for the Customer Service Centre arises from revised volume assumptions and contractual inflation.
- 1.15. A short-term pressure of £0.046m in Transformation due to additional software licensing requirements is expected to reverse in 2023/24.

### Resources

- 1.16. In Business Support the review of printing strategy is forecast to yield savings of £0.057m.
- 1.17. For Human Resources a £0.050m pressure results from contractual inflation for the outsourced payroll service. This is more than offset by increased income of £0.091m that is forecast from new services for schools and the Leadership and Management Apprenticeship Centre.
- 1.18. Revised volumes and contractual inflation in outsourced Finance Services create a cost pressure of £0.275m, with a further pressure of £0.273m arising from new requirements in the processing of social care payments.
- 1.19. Savings provided by further increases in income are also expected from Finance services to schools (£0.020m) and from external Audit and Risk clients (£0.015m).

### Corporate

- 1.20. In Strategic Communications, a pressure of £0.077m is due to re-alignment of pay budgets for posts added in the previous year and creation of a corporate marketing and communications budget.

## Capital Programme

- 1.21. The ten year Capital Programme approved as part of budget setting last year has been reviewed in line with the principles set out in the Council's Capital Strategy, including the principle of affordability. Schemes include a number of major highways projects, provision of school places, replacement of two Household Waste Recycling Centres, the rolling programme of renewal and replacement of fire fleet vehicles, gritter fleet and vehicles at the Waste Transfer Stations, improvements and review of the property portfolio, Information Technology developments and re-phasing of existing schemes.
- 1.22. The full gross programme totals £204.302m for 2021/22 plus a further £322.097m for future years. After grants and contributions are taken into consideration, the net programme to be funded by the County Council is £111.283m for 2021/22 plus a further £282.808m for future years.
- 1.23. The capital programme net budget has increased since last year's budget process with the most significant increases in the gross programme covered by additional funding or by re-phasing budgets on other schemes into later years.
- 1.24. Table B below shows the proposed gross capital programme for the Council's Commercial, Resources and Corporate services.

TABLE B

Capital Programme (2020/21 plus Future Years)		Revised Gross Programme 2020/21 £m	Revised Gross Programme 2021/22 £m	Gross Programme Future Years £m
<b>COMMERCIAL</b>				
<b>PROPERTY</b>				
Property	Maintenance and improvement programme for council properties, asbestos works and improvements to the County Farm estates.	2.983	2.736	0.000
Property maintenance	To fund the maintenance and improvement programme for council properties	0.000	3.500	24.500
Orchard House Repairs	To complete essential repair work to the Lincoln County offices / Orchard House campus	1.400	0.000	0.000
Bluelight - wider estates (other funding will support this)	Programme of works to support dual and tri service occupation throughout Lincolnshire.	0.284	0.000	0.000
Lexicon House	Refurbishment of Lexicon House for office accommodation.	0.050	0.950	0.000
County Emergency Centre	Modernisation of the County Emergency Centre.	0.087	0.000	0.000
Property Area Reviews	Programme of works for leased properties.	0.225	0.202	0.000
Property Improvement Programme	The improvement to council properties	0.306	0.000	0.000
County Farms Private Roads	The improvement private roads on the County Farms Estates	0.017	0.020	0.020
County Farms Grain Stores	The improvement to county farms grain stores	0.000	0.145	0.242
School Mobile Classroom Replacement	The replacement of school mobile classrooms	0.300	0.390	1.500
Castle Motte	Contribution towards the programme of works to remove Lincoln Castle from the Heritage at Risk Register.	0.370	0.000	0.000
Homcastle Estate & Land Purchase	Purchase of land from East Lindsey District Council to enable development that will generate future capital receipts.	0.113	0.000	0.000
<b>Total - Property</b>		<b>6.136</b>	<b>7.943</b>	<b>26.262</b>
<b>IMT</b>				
Broadband	Provision of superfast broadband across the county.	1.840	0.000	3.751
Infrastructure and Refresh Programme	General IT programmes including: IT development, replacement of PCs, other IT equipment and ICT infrastructure.	1.845	3.539	3.500
Improvement Transformation	To support the Transformation Programme by delivering enabling strategies in line with the Council's IMT strategy	0.000	2.000	2.000
Replacement ERP Finance System	Improvements to the ERP Finance system.	0.010	0.312	0.000
Care Management System (CMPP)	Installation of the Mosaic system.	0.009	0.005	0.000
ICT Development Fund	Improvements to ICT infrastructure and network.	0.300	0.121	0.000
IMT (Cloud Navigator/Windows 10)	Upgrade of hardware to Windows 10 system and development of Cloud Navigator to enable digital transformation of services to citizens.	0.136	0.000	8.000
Azure Data Migration	Migration of data from a physical to a cloud platform	0.604	0.460	0.000
<b>Total - IMT</b>		<b>4.745</b>	<b>6.436</b>	<b>17.251</b>

- 1.25. Other than some re-phasing of existing project expenditure, there have been no changes to the previously approved capital programme relating to Commercial, Resources and Corporate services.

#### Further consultation

- 1.26. A consultation meeting with local business representatives, trade unions and other partners is scheduled to take place on 28 January 2021.
- 1.27. The proposals will be publicised on the Council's website together with the opportunity for the public to comment.
- 1.28. All consultation comments and responses will be available to be considered when the Executive makes its final budget proposals on 2 February 2021.

## **2. Conclusion**

- 2.1. These budget proposals reflect the level of government funding expected to be available to the Council and a proposal to increase general Council Tax in 2021/22 by 1.99%.
- 2.2. A thorough review of the Council's services was carried out during the budget process which has identified unavoidable cost pressures, some savings with minimal or no impact on the level of service provided and the capital programme has been reviewed. The budget proposals therefore aim to reflect the Council's priorities whilst operating within the resources available to it.

## **3. Consultation**

### **a) Risks and Impact Analysis**

An Equality Impact Assessment will be completed for the proposed increase in Council Tax. This will be reported to the Executive at its meeting on 2 February 2021.

Further risk and impact assessments will need to be undertaken on a service by service basis.

#### 4. Background Papers

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

Document title	Where the document can be viewed
Council Budget 2021/22: Executive Report 5 January 2021	<a href="https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&amp;MId=5750">https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&amp;MId=5750</a>

This report was written by Keith Noyland, who can be contacted at [keith.noyland@lincolnshire.gov.uk](mailto:keith.noyland@lincolnshire.gov.uk).

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

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>28 January 2021</b>
Subject:	<b>Council Budget 2021/22</b>

**Summary:**

The Executive, at its meeting on 5 January 2021, approved the budget proposals described in the attached report (Appendix 1) for consultation.

**Actions Required:**

The Board is asked to consider and comment upon the Executive's budget proposals, as set out in Appendix 1.

## **1. Background**

1.1 The Executive, at its meeting on 5 January 2021, approved the budget proposals set out in the report as the preferred option for consultation. The report to the Executive describes these proposals in detail (Appendix 1).

### Further Consultation

1.2 In addition to the review of budget proposals by the Overview and Scrutiny Management Board further scrutiny and consultation arrangements are:

- All other Council Scrutiny Committees will have the opportunity to scrutinise budget proposals in detail in January;
- Budget proposals were publicised on the Council's website following the Executive meeting and provide the opportunity for the public to comment;
- Public awareness of the impact of the budget proposals on Council Tax will be raised using social media channels; and
- A consultation meeting with local business representatives, trade unions and other partners will take place on 28 January 2021.

1.3 Consultation responses and comments will be available to be considered when the Executive makes its final budget proposals on 2 February 2021.

## 2. Conclusion

2.1 These budget proposals reflect the level of government funding available to the Council in 2021/22, as well as the proposal to increase general Council Tax in 2021/22 by 1.99%. Service areas have been reviewed and the budget proposals aim to support the Council's priorities within the financial resources available.

## 3. Consultation

### a) Risks and Impact Analysis

An Equality Impact Assessment will be completed for the proposed increase in Council Tax. This will be reported to the Executive at its meeting on 2 February 2021. Further Risk and Impact Assessments will need to be undertaken on a service by service basis.

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report to the Executive on 5 January 2021: Council Budget 2021/22 (including appendices)

## 5. Background Papers

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

Document title	Where the document can be viewed
Provisional Local Government Finance Settlement announcements	Executive Director of Resources

This report was written by Michelle Grady, who can be contacted on 01522 553235 or [michelle.grady@lincolnshire.gov.uk](mailto:michelle.grady@lincolnshire.gov.uk).

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

Report to:	<b>Executive</b>
Date:	<b>05 January 2021</b>
Subject:	<b>Council Budget 2021/22</b>
Decision Reference:	<b>I020062</b>
Key decision?	<b>Yes</b>

**Summary:**

This report outlines budget proposals for the next financial year 2021/22. The Provisional Local Government Finance Settlement for 2021/22 was issued on 17 December 2020, and is expected to be in line with the Final Settlement, which is due to be published in February 2021. We await further budgetary information from the Lincolnshire District Councils so the budget proposals for 2021/22 are therefore estimated at this stage.

The Executive is asked to approve the proposals for the Council's budget for 2021/22, set out in this report and based on these estimates, for internal and external consultation.

**Recommendation(s):**

That the Executive approves the budget proposals described in this report as its preferred option for the purposes of further consultation.

**Alternatives Considered:**

- |    |  |
|----|--|
| 1. | The proposals for the Revenue Budget, Capital Programme and Council Tax as described in this report. |
| 2. | Higher levels of spending and consequently a higher level of Council Tax next year.                  |
| 3. | Lower levels of spending and consequently a lower level of Council Tax next year.                    |

**Reasons for Recommendation:**

The recommended option takes account of the anticipated levels of

Government grant and Business Rates funding to the Council and allows for an increase in Council Tax of 1.99%.

The budget includes unavoidable cost pressures which will support the delivery of Council services, and a number of savings which do not impact negatively on services. The recommendation is for a one year budget for the financial year 2021/22, which takes account of the expected reforms to local authority funding from April 2022. The recommended option currently presents a surplus budget of £1.921m, although this may become a deficit budget once all budgetary information has been received by the end of January 2021. If the final position is a deficit budget, then a contribution from reserves will be used to balance the budget for 2021/22.

## **1. Background**

### **The Medium Term Financial Strategy**

- 1.1 A new Medium Term Financial Strategy was approved last year, and has supported our budget setting process this year. The Strategy is being refreshed with minor changes and will be included with the report for the meeting of the Executive on 2 February 2021.

### **The Budget Process**

- 1.2 This year's budget process started in the spring of 2020 with a re-assessment of our high level budget assumptions. Following this, budgets have been examined in detail and a number of new cost pressures have emerged in addition to the pressures identified for 2021/22 in the previous year's budget process. In some areas, savings have also been found, with no negative impacts from these on service delivery. As this year has progressed, our assumptions have been refined as new information has emerged.
- 1.3 In terms of budget holder input, the budget process has finished and we received confirmation of next year's funding from central Government in the form of the Provisional Local Government Finance Settlement on 17 December 2020. Following this, the Final Local Government Finance Settlement is expected to confirm the Provisional Settlement in February 2021, and at the end of January 2021 we will receive confirmation of Council Taxbase and Collection Fund balances from our local District Councils. Once all of this information has been received, the budget proposals for 2021/22 will be confirmed at the meeting of the Executive on 2 February 2021.

### **Spending Review 2020**

- 1.4 The Spending Review (SR2020) results were announced by the Chancellor of the Exchequer on 25 November 2020. This was a spending review covering one year only to reflect the uncertainties caused by the coronavirus pandemic. The Office for Budget Responsibility has published economic forecasts alongside the SR2020 and these show that spending, public

sector debt and the budget deficit are all much higher than forecast in March 2020 and that the UK economy is set to contract significantly this year.

1.5 As expected, the SR2020 confirmed a "roll-over" settlement for local authorities. The Chancellor has ruled out returning to a programme of austerity to tackle the budget deficit, which is an indication that significant cuts in spending will not be required over the medium term. However the Chancellor announced a pay freeze for most public sector employees in 2021/22, the exceptions being National Health Service staff and public sector employees with a full time basic salary of up to £24,000. This latter group will receive a flat uplift of £250. The Council's position is that pay awards are negotiated, so this provides an indication of what may be agreed for our employees. Other announcements included:

- An overall real terms increase in core spending power in 2021/22 of 4.4%, (but the sector is still worse off in real and cash terms compared to in 2010/11);
- The National Living Wage will increase to £8.91 per hour from April 2021 for people aged 23 years and over. This has been factored into our cost pressures.
- Councils providing Adult Social Care services can again charge an adult social care precept of up to 3% in 2021/22, which can be deferred to 2022/23;
- The referendum limit will remain at 2% for general council tax. This means that a total council tax increase of up to 5% can be charged by Councils providing Adult Social Care services;
- Revenue Support Grant will be inflated by 0.55%;
- £300m of new Social Care Support grant will be allocated to Councils providing Social Care services. This has been announced for 2021/22 only but our experience over the last two years shows that Social Care Support grant does continue so we have assumed that it will be in place for the remainder of this parliament;
- There will be a Tax Income Guarantee Scheme which will fund 75% of unrecoverable council tax and business rates losses in 2021/22;
- A number of other specific grants will be received, although the amounts are not yet known. These include grants for: Troubled Families; additional school transport capacity; capital funding for maintaining and expanding children's homes; capital funding for local roads maintenance covering potholes, congestion and boosting connectivity, capital funding for cycle routes.

1.6 The coronavirus pandemic has impacted significantly on the 2020/21 financial year, and central Government has provided grant funding to cover our costs and losses arising directly from the pandemic. It is assumed that where direct impacts carry on into 2021/22 these will continue to be funded in full by Government grant. As an example, we expect that pressures will continue in adult social care. The Spending Review 2020 announcement confirmed that there would be funding in 2021/22 to cover continuing coronavirus costs and losses.

## Provisional Local Government Finance Settlement

1.7 The provisional settlement announced on 17 December 2020 confirmed the following funding streams for the Council in 2021/22:

- Our share of the £300m new Social Care Support grant was confirmed at £5.364m, which is higher than we had anticipated by £0.964m;
- Rural Services Delivery Grant – our allocation is £7.277m, which is higher than we had anticipated by £0.342m;
- New Homes Bonus grant – our allocation is £1.469m, which is lower than we had anticipated by £0.570m ;
- Revenue Support grant – our allocation is £20.580m, which is slightly higher than we had anticipated by £0.001m ;
- Business Rates Top-Up grant – our allocation is £91.302m, which is lower than we had anticipated by £0.502m.

1.8 These confirmations of funding were largely in line with our estimates, but we also received confirmation of additional funding of £5.354m for Local Council Tax Support. We had not planned for this new grant, but anticipate that it will be required to cover reduced funding from Council Tax, arising from a lower Council Taxbase and / or a Council Tax Collection Fund deficit due to the impact of the pandemic. This is now the biggest risk to our budgetary position next year, and the impact will not be confirmed until after 31 January 2021 when the Lincolnshire District Councils report their budget figures to us.

1.9 Other confirmations received in the provisional settlement were:

- The council tax referendum limit will be 2% for general council tax increases and 3% for a further Adult Social Care precept which can be deferred to 2022/23;
- There will be £1.55bn of funding for Covid-19 cost pressures next year and our share of this is £15.159m;
- We can continue to claim grant to cover part of our Covid-19 related losses on sales, fees and charges for the first quarter of next year;
- The Integrated Better Care Fund and our existing Social Care Support grant will continue at the existing level into next year;
- There will be a Tax Income Guarantee Scheme to support 75% of irrecoverable losses on Council Tax and Business Rates arising from the pandemic. This is £762m nationally and we expect to see more detail on this at the end of January 2021;
- There will be some additional funding to cover the cost of increased audit fees to support the Government's response to the Redmond Review on Local Authority Financial Reporting and External Audit. This is £15m nationally and we await further details.

## **Local Government Funding Reform**

- 1.10 Members will be aware that central Government planned to implement significant funding reforms for the sector. There are two streams to these reforms: the Review of Relative Needs and Resources (formerly known as the Fair Funding Review), and 75% Business Rates Retention. These reforms were originally due to be implemented from April 2020, and were later deferred to April 2021. Earlier this year, government announced a further deferral until April 2022 so that the focus this year could be on supporting local government in the face of the coronavirus pandemic.
- 1.11 In view of the continuing financial uncertainties about our future levels of funding, a one year budget is proposed for 2021/22.

## **The Medium Term Financial Plan**

- 1.12 At this point in time, the Medium Term Financial Plan shows that although we can achieve a balanced budget in 2021/22, in each of the following two years we will have a budget shortfall which will need to be supported by reserves to achieve a balanced budget. However, this is prior to receiving the Lincolnshire District Councils confirmation of Council Taxbases and Collection Fund positions, and prior to expected reforms to local government funding affecting Business Rates and Revenue Support Grant from 2022/23.
- 1.13 Our key assumptions within the Medium Term Financial Plan are shown in Appendix A and will be amended as new information on our future funding is received. Currently, in 2021/22 there will be a budget surplus of £1.921m, in 2022/23 this becomes a budget shortfall of £5.734m, and in 2023/24 there will be a budget shortfall of £8.766m. The main driver for the increasing budget shortfall over the three years is the impact of lower inflation assumptions on Business Rates. The Financial Volatility reserve currently stands at £52.683m, which is sufficient to support the deficits in the two future years however, as stated above, these figures will change once we know our Council Taxbase and Collection Fund positions. At this point in time, the three year view indicates that a total of £14.500m would need to be drawn from the Financial Volatility reserve to balance the budget over the medium term and this would leave £38.183m remaining in the reserve.

1.14 The current position for 2021/22 is shown in Table A:

**Table A – Summary Revenue Budget**

SUMMARY REVENUE BUDGET	2021/22 £m
<b>EXPENDITURE:</b>	
Net Base Budget	<b>489.894</b>
Cost Pressures ( <i>including inflation</i> )	26.717
Savings & Additional Income	-14.645
Other Movements (PH Grant & BCF Grant)	0.817
<b>Total Expenditure</b>	<b>502.783</b>
Use of Reserves	1.921
Transfer to/from General Reserve	0.200
<b>Budget Requirement</b>	<b>504.904</b>
<b>INCOME:</b>	
Business Rates Local Retention	120.353
Revenue Support Grant	20.580
Other Grants	44.416
County Precept	319.555
<b>Total Income</b>	<b>504.904</b>

### Revenue Budget 2021/22

1.15 Table A above shows our overall proposed budget for 2021/22 at this point in time, with a budget requirement of £504.904m assuming that the current surplus is transferred to reserves (the budget requirement was £492.615m in 2020/21 so this is an increase of 2.5%). The changes in our anticipated funding are explained in paragraphs 1.20 to 1.31 below.

1.16 Inflation has been added into the 2021/22 totalling £2.737m. Part of this sum relates to the adjustment required to budgets to allow for the 2.75% pay award in 2020, which was above the level budgeted for.

1.17 A number of unavoidable cost pressures have been added into the proposed budget, totalling £26.717m, and these are summarised in Appendix B. The most significant of these are:

#### Adult Care and Community Wellbeing

- £2.856m in respect of the financial rate paid to providers of mental health and learning disability services, which increases each year to reflect changes in inflation, national living wage etc. The rate is encompassed in the three year residential contracts and/or the homecare prime provider contracts.
- £3.094m in respect of the financial rate paid to providers of older peoples care and physical disability services, which increases each year to reflect changes in inflation, National Living Wage etc. The rate is encompassed in the three year residential contracts and/or the homecare prime provider contracts.
- £1.931m reflecting that demand for adult specialties continues to increase with between 2.3% - 2.9% for learning disability and mental health long term care respectively.



- £1.801m in respect of inflation and demographic growth for Homecare, Direct Payment and Day Care placements, and for National Living Wage increases.
- £1.163m - the Executive received a report in February 2020 detailing the Mental Health Section 75 agreement. Based on demand to date and projected forward, this agreement included cost projections of £9.600m. The Executive agreed to fund £1.400m in addition to the £1.163m funded through the Better Care Fund. This increased cost pressure is therefore funded via Better Care Fund income shown below.
- All of the Adult Care and Community Wellbeing cost pressures will be funded by either increased income, increased grant funding or by re-designating existing budgets.

#### Children's Services

- £2.000m for Looked After Children: contributing factors include an increase in looked after children; a shift in placement compositions from internal foster carer arrangements to more external placements, some of which are specialist placements that incur a significantly greater unit cost, and market forces within the external looked after children sector. The position is reflective of pre-Covid-19. The cost pressure is to re-base the budget to current spending levels (pre-Covid-19). Steps continue to be in place to mitigate and manage escalation of needs, and further work is underway on placement planning to mitigate further cost rises, which is managed through the Valuing Care project within the transformation programme. Lincolnshire's benchmarked looked after children numbers per 10,000 of the population is at 43 per 10,000, compared to nationally in the prior year of 65 (March 2020). CIPFA LAC benchmarking for Local Authority participants showed Lincolnshire's average looked after child placement costs (2019) to be £41,555 p.a. compared to the average of other Local Authorities of £53,287.
- £2.000m for Home to School Transport - rebase of budget to planned spending levels in 2019/20 academic year. The increased costs related to contractual inflationary pressures within mainstream transport; increase in SEND pupils resulting in increased eligibility for transport to mainstream school, and an increase in complexity of pupils requiring more specialised and lone transport.
- £1.000m for Home to School transport re Special Schools – the One School One Operator (OSOP) model: the specifics of the contract (payment mechanism) and changing pupil requirements (both in terms of needs and their location) has resulted in the Local Authority undertaking a review of the payment mechanism.
- £2.189m for Home to School transport – various items, including: Public Service Vehicle Accessibility Regulations (PSVAR): vehicles need to be compliant with Schedule 1 of the Regulations which require the vehicle to be wheelchair accessible when Local

Authorities sell spare seats on transport vehicles (£0.600m); anticipated growth in SEND transport costs for 2021/22. A review is taking place within this area through the transformation programme, as well as the Building Communities of Specialist Provision Strategy, which are both anticipated to make a positive impact on transport spending from 2022/23, i.e. cost avoidance, however time is required to embed these new practices (£0.250m); Inflationary rises in the delivery of general transport provision (2%) (0.428m); National Living Wage increase for drivers. The NLW has been updated to reflect the April 2021 rate of £8.91 (£0.281m).

#### Place

- £1.100m for the increased cost of the Mixed Dry Recycling Contract reflecting market conditions on the award of the new contract effective from July 2020.

#### Other Budgets

- £1.300m for the Local Government Pension Scheme Lump Sum Deficit.
- £1.400m in respect of reduced investment income due to interest rates falling.

1.18 Budgetary savings and increased specific grant income are also summarised in Appendix B, and total £13.828m. The most significant of these relate to:

#### Adult Care and Community Wellbeing

- £3.368m - winter pressures funding forms core improved Better Care Fund grant from 2020/21. These monies are proposed to support the underlying rate and demand pressures for adult social care contained in the pressures section above.
- £1.601m for the proportionate increase of income from service user contributions in relation to annual uplift of benefits.
- £1.500m relating to moving existing service users across to the minimum income guarantee for non-residential care as well as all new entrants to adult social care commencing on the minimum income guarantee rate.
- £1.205m for the increase in Public Health grant in 2020/21 not previously budgeted for.
- £1.163m - underlying demand levels funded recurrently from Better Care Fund. Additional funding received Dec 2019 and not adjusted for in base budget. To fund Mental Health costs within Community Care Packages shown in cost pressures.

#### Other Budgets

- £4.332m in capital financing charges. This is a one year only saving reflecting slippage on the capital programme in 2019/20 and 2020/21.

1.19 The table below shows the Net Revenue Budget by service area for 2021/22 at this point in time, with comparative budgets for 2020/21.

**Table B – Net Revenue Budgets by Service**

REVENUE EXPENDITURE			
2020/21 BUDGET	REVENUE BUDGETS	2021/22 BUDGET CHANGES	2021/22 PROPOSED BUDGET
£		£	£
<b>SERVICE DELIVERY</b>			
40,123,628	Children's Education	5,265,385	45,389,013
73,869,447	Children's Social Care	2,926,044	76,795,491
118,876,574	Adult Frailty & Long Term Conditions	1,148,971	120,025,545
81,006,840	Adult Specialities	5,328,051	86,334,891
28,468,066	Public Health & Community Wellbeing	153,565	28,621,631
46,174,210	Communities	1,707,655	47,881,865
340,689	Lincolnshire Local Enterprise Partnership	3,416	344,105
3,609,951	Growth	27,801	3,637,752
22,627,119	Highways	191,931	22,819,050
21,821,169	Fire and Rescue & Emergency Planning	490,811	22,311,980
3,545,107	Public Protection	943,613	4,488,720
22,849,505	Resources	562,640	23,412,145
37,382,606	Commercial	1,214,712	38,597,318
2,865,384	Corporate Services	90,603	2,955,987
-32,340,600	Public Health Grant Income	-1,205,537	-33,546,137
-47,022,878	Better Care Funding	-5,210,463	-52,233,341
<b>424,196,817</b>	<b>Total Delivery Hierarchy</b>	<b>13,639,198</b>	<b>437,836,015</b>
<b>SCHOOLS BUDGETS</b>			
454,763,789	Schools Block	0	454,763,789
91,982,435	High Needs Block	0	91,982,435
3,728,205	Central School Services Block	0	3,728,205
42,131,646	Early Years Block	0	42,131,646
-595,281,990	Dedicated Schools Grant	0	-595,281,990
<b>-2,675,915</b>	<b>TOTAL SCHOOLS BUDGETS</b>	<b>0</b>	<b>-2,675,915</b>
<b>OTHER BUDGETS</b>			
3,000,000	Contingency	0	3,000,000
45,694,177	Capital Financing Charges	-4,032,231	41,661,946
19,679,208	Other	3,282,323	22,961,531
<b>68,373,385</b>	<b>TOTAL OTHER BUDGETS</b>	<b>-749,908</b>	<b>67,623,477</b>
<b>489,894,287</b>	<b>TOTAL NET EXPENDITURE</b>	<b>12,889,290</b>	<b>502,783,577</b>
2,572,245	Transfer to/from Earmarked Reserves	-651,362	1,920,883
150,000	Transfer to/from General Reserves	50,000	200,000
<b>492,616,532</b>	<b>BUDGET REQUIREMENT</b>	<b>12,287,928</b>	<b>504,904,460</b>
<b>MET FROM:</b>			
123,271,058	Business Rates Local Retention	-2,917,323	120,353,735
20,466,718	Revenue Support Grant	113,180	20,579,898
34,016,803	Other Non Specific Grants	10,399,314	44,416,117
314,861,953	County Precept	4,692,757	319,554,710
<b>492,616,532</b>	<b>TOTAL MET FROM</b>	<b>12,287,928</b>	<b>504,904,460</b>

Note: detailed budgets are still being worked on so there may be some changes on individual lines in the above table. These will be finalised in the Council Budget 2021/22 report to the Executive in February.

### Revenue Support Grant 2021/22

1.20 Our Revenue Support Grant, which is the Government's General Grant funding for councils, will be £20.580m in 2021/22.

### Other Revenue Government Grants 2021/22

1.21 The table below summarises our other non-ringfenced Revenue Grants and the amounts confirmed for these in 2021/22. As stated in paragraph 1.5 above, some new specific grants were announced in the Spending Review statement, however these are not shown in the table below and the amounts are not yet known.

**Table C – Other Government Grants**

Other Government Grants	Amount 2020/21 £000's	Amount 2021/22 £000's
Social Care Support Grant	20,485	25,849
Rural Services Delivery Grant	6,935	7,277
Local Council Tax Support Grant	0	5,354
Independent Living Fund	1,554	1,515
New Homes Bonus Grant	2,091	1,469
Fire Pensions	1,437	1,437
School Improvement Grant	649	649
Extended Rights to Free Travel	639	639
Inshore Fisheries Conservation	128	128
Virtual School Head	98	98
<b>Other Government Grants</b>	<b>34,016</b>	<b>44,415</b>

### Council Tax 2021/22

1.22 It is assumed at this point in time that Council Tax will be increased by 1.99% in 2021/22 for general council tax. The referendum threshold limit for 2021/22 is 2.00%, which will be confirmed in the Final Local Government Finance Settlement, so this is within the proposed referendum limit. We will have the ability to raise an Adult Care Precept of up to 3.00% in 2021/22 but we can also defer this to 2022/23.

1.23 It is estimated that a Council Tax increase of 1.99% will generate additional income of £6.203m based on the Council Taxbase for the current year. The assumed increase in Council Taxbase will generate a further £1.683m of income. Together these increases total £7.886m in 2021/22. By way of illustration, a 1.0% increase in Council Tax would generate £3.132m of additional income based on the Council Taxbase for the current year.

- 1.24 The final figures on the Council Taxbase and any surpluses or deficits on the Council Tax element of the Collection Fund will not be received from Lincolnshire District Councils until 31 January 2021. We have received indicative Taxbase figures from six of the seven District Councils and have assumed a marginal increase in Taxbase for 2021/22, which is lower than our usual assumption of Taxbase growth. This is due to the likely impact of Covid-19 on the collectability of Council Tax in 2020/21 which will impact on 2021/22. The effect of this reduction in Taxbase is included in the figures for additional Council Tax income in paragraph 1.23.
- 1.25 The Council Tax Collection Fund surplus in 2020/21 was £3.193m but we have assumed that there will be no surplus in 2021/22 as a result of the Covid-19 impact described in the preceding paragraph. The final information on Taxbase changes and any surplus or deficit on the Council Tax Collection Fund will be reported to the Executive at its meeting on 2 February 2021, together with the impact on funding that this will have. We are expecting a loss to be reported but have not yet factored this into the Medium Term Financial Plan due to uncertainty about the likely impact. The Provisional Local Government Finance Settlement confirmed that the government will provide grant funding in 2021/22 to cover 75% of irrecoverable council tax losses, but it is not yet known how this scheme will work. The government had previously announced that councils would spread a Council Tax Collection Fund loss in 2021/22 over three years. The Provisional Local Government Finance Settlement also confirmed that we would receive £5.354m of Local Council Tax Support grant next year.
- 1.26 An Equality Impact Analysis will be completed for the proposed increase in Council Tax. This will be reported back to the Executive at its meeting on 2 February 2021.

### **Business Rates 2021/22**

- 1.27 The District Councils have until 31 January 2021 to provide business rates returns showing:
- the position on the business rates element of the collection funds; and
  - the value of the section 31 compensation grant due to the County Council.

At the time of preparing this report, the Council had not received notification of provisional Business Rates Collection Fund positions from any of the seven District Councils. Any surplus or deficit from business rates collection will only have a one off effect on the 2021/22 budget. The current working assumption within the budget presented in this report is that there will be neither a surplus nor a deficit for the total business rates collection fund, however it is likely that the Covid-19 pandemic will have negatively affected the collectability of Business Rates in 2020/21 which will impact on 2021/22. The Provisional Local Government Finance Settlement announcement confirmed that the government will provide grant funding in 2021/22 to cover 75% of irrecoverable Business Rates losses, but it is not yet known how this scheme will work. We have an earmarked reserve for Business Rates

Volatility, which stands at £6.152m and this could also be used to help cover any loss.

- 1.28 It is expected that the Government will compensate local authorities in full for the continuation of the business rates cap, small business rates relief and rural rate relief by way of a section 31 grant, as in previous years. The Spending Review announcement also confirmed that the business rates multiplier (which is the factor by which business rates increase each year) will be frozen for 2021/22 but local authorities will be compensated in full for this loss by way of a section 31 grant.
- 1.29 At the time of preparing this report the Council had not received provisional notification from any of the District Councils in respect of section 31 grants. An assumption has been made that the total of business rates section 31 grants for 2020/21 will be in the region of £7.297m but the actual amount cannot be confirmed until the end of January.
- 1.30 A Business Rates Pool will continue to operate in 2021/22, but we have assumed for now that there will be no pooling gain next year due to the uncertainties around the impact of the pandemic on Business Rates as a whole.
- 1.31 An update will be tabled at the Executive meeting on 2 February 2021 on all aspects of business rates funding once returns have been received from all of the Lincolnshire District Councils.

### **Financial Risks**

- 1.32 There are a number of risks which may impact on the budget for 2021/22 and we have taken a realistic, but prudent approach to our estimates. Appendix A shows the key assumptions we have used and gives an indication of what the financial impact would be if our assumptions were different by 1%.
- 1.33 The assumptions which currently pose the most significant risks are:
- We have assumed cost neutral Collection Fund positions i.e. neither a surplus or deficit at this stage – this is a significant risk;
  - The final figures for Council Taxbase and Business Rates, which will be received from the District Councils by 31 January 2021 – this is a significant risk;
  - We expect that some cost pressures related to Covid-19 will continue into 2021/22 and our assumption is that these will be fully covered by the government grant announced and detailed in paragraph 1.9. We will aim to include more information about these on-going pressures in the report to the Executive on 2 February 2021, including a quantification of the estimated total amount.
  - Our ability to deliver on savings in future years. Although such savings are not shown in this report, they are included in the Medium Term Financial Plan.

## **Reserves**

- 1.34 Our General Reserves currently stand at £16.050m. The purpose of our General Reserves is to cover known financial risks and our strategy is to maintain these reserves at a level which is between 2.5% and 3.5% of the budget requirement each year. Our budget proposals currently include a contribution to reserves of £0.200m which would take the level of General Reserves up to £16.250m (3.2% of the budget requirement at this point in time). Some last minute adjustments may be required when our funding for 2021/22 is confirmed.
- 1.35 The Financial Volatility earmarked reserve position is covered in paragraph 1.13 above.
- 1.36 A review of Adult Care and Community Wellbeing reserves has confirmed £23.000m of uncommitted funding which can be used to support volatility in future Adult Care budgets, recognising the continuing demands in this area.

## **The Capital Strategy**

- 1.37 A Capital Strategy 2020/21 was approved last year, and has supported our budget setting process for the capital programme this year. The Strategy is being refreshed for 2021/22 and will be included with the report for the meeting of the Executive on 2 February 2021.

## **Capital Programme**

- 1.38 A ten year Capital Programme has been compiled in line with the principles set out in our Capital Strategy, including the principle of Affordability. The full Gross Programme is shown at Appendix C and totals £204.302m for 2021/22 plus a further £322.097m for future years. After grants and contributions are taken into consideration, we have a Net Programme of £111.283m for 2021/22 plus a further £282.808m for future years.
- 1.39 The capital programme net budget has increased since last year's budget process. The main areas of change are set out below, with the most significant increases in the gross programme for 2021/22 covered by re-phasing uncommitted budget on some other schemes into future years (details set out below).
- SEND Provision. The planned capital spending commitment reflects the latest position on the Building Communities of Specialist Provision Strategy individual schemes for 2021/22. The strategy is to deliver an increase in places for Lincolnshire special schools including providing young people with SEND the ability to access high quality all needs education, health and care provision in their local community. The whole life costs of the programme have risen to £86.794m from £56.556m based on actual scheme costs for those which have entered main works contracts and forecast scheme costs on those still to be confirmed post-feasibility. There are a number of reasons for the increased budget requirement: the addition to the programme of the Lincoln new school site solution following the department

declining the Local Authority's free school application (c.£12.000m); design solutions including improved site access to address travel and traffic concerns; addressing the extremely poor school site conditions, and enhanced health and therapy spaces.

Additional funding has been secured to deliver the revised programme. Funding is made up of government grants secured (£69.724m), LCC capital / other (£1.470m), and £15.600m reallocation of LCC capital funding for new school requirements currently within the 10 year programme to the SEND programme, due to a downward revision of requirements by taking account of many factors, for example, delays in planning applications, alternative solutions.

- As reported in the current year capital budget monitoring reports, a number of risks associated with the Lincoln Eastern Bypass (LEB), Grantham Southern Relief Road (GSRR) and Spalding Western Relief Road section 5 (SWRR) have resulted in significant increases in forecast costs. For 2021/22 we have added an additional budget of £5.847m for the LEB, an additional budget of £1.951m for the GSRR and a reduction in budget of £0.095m for the SWRR. For future years we have added an additional budget of £3.000m for the LEB, an additional budget of £9.192m for the GSRR and an additional budget of £0.762m for the SWRR. The revised capital programme has been updated to reflect these pressures and fund the overspends in 2021/22. Further risk still remains which could change these forecasts, but these will continue to be monitored and reported as these scheme progress.
  - To ensure our capital programme for 2021/22 is affordable and to recognise the risks and potential increased costs identified in the forecast of the major highway schemes currently in progress, we have re-phased into later years some programme budgets in areas where spend has not yet been committed. The 2021/22 uncommitted budgets for the Boston Development Schemes (Infrastructure and Economic) and Local Highways Improvements (Pinch points) – Coastal Route Schemes have been re-phased into 2022/23 to better reflect likely spend and to reduce the impact of increased spend on schemes that have already commenced.
  - Separated Paper and Card Recycling Scheme. This is a new project in the capital programme with a budget of £1.206m in 2021/22 and budgets totalling £4.171m in future years. This scheme is for the implementation of separated collections of paper and cardboard for households across Lincolnshire in order to realise economic and environmental benefits by reducing transportation and the degradation that occurs in mixed recycling collections.
- 1.40 The Department for Transport has now confirmed £110.000m of capital grant funding for the North Hykeham Relief Road scheme, following our outline business case bid. We currently have a £48.000m budget in the ten year capital programme to fund the net costs of this scheme, and the next



step is to complete a detailed business case. The scheme is due to start in 2025.

- 1.41 The revenue impact of the Capital Programme (capital financing charges to the Revenue Budget) fluctuates from year to year and it was agreed last year that fluctuations above and below the base budget would be dealt with by using an Earmarked Reserve for Capital Financing. The balance in this earmarked reserve currently stands at £5.150m and is likely to increase to around £13.000m after the 2020/21 outturn position is confirmed.

### **Development Fund Initiatives**

- 1.42 Last year's budget process included a review of earmarked reserves, which resulted in funding identified for a number of new initiatives. The funding was allocated to a new earmarked reserve called the Development Fund and bids were made against this reserve for various schemes requiring a one-off investment. Some of these schemes have already started, with others planned to start in 2021/22. Appendix D shows these initiatives, and how the expenditure for each scheme is likely to be phased from the current year onwards. There remains a balance in the Development Fund earmarked reserve of £1.444m which has not yet been allocated.

### **Flexible Use of Capital Receipts Strategy**

- 1.43 The Council previously approved the strategy of using Capital Receipts flexibly to fund revenue transformation projects from 2016/17 to 2019/20, in line with the Government's amended policy. Last year this was changed so that the strategy from 2020/21 is that capital receipts will only be used to repay loans or fund new capital expenditure. Transformation projects will instead be funded by using existing revenue budgets or earmarked reserves. This amended strategy will continue into 2021/22.
- 1.44 The statutory guidance relating to the flexible use of capital receipts requires councils to approve annually a Flexible Use of Capital Receipts Strategy. The proposed strategy for 2021/22 will be presented to the Executive on 2 February 2021 and will confirm that the Council has not identified any transformation projects in 2021/22 to be funded using this flexibility.

## **2. Legal Issues:**

### **2.1 Equality Act 2010**

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

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

- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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

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

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

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

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

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

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

In order to meet its obligations, Equality Impact Analyses will be carried out in relation to any proposed changes to services on an individual basis. The specific impacts on people with a protected characteristic will be

investigated and the potential mitigation, if any, will be made clear, so that the implications of decisions are fully understood as they affect specific groups and communities. These have been and will continue to be regularly reported to the Executive as part of the decision making processes. Individual proposals will only be implemented after due regard to the legal matters that must be considered, including the public sector equality duty.

As part of its decision-making, the Executive will need to consider whether any alternative approaches could alleviate or at least mitigate the impact of the decision; such as making reductions in other areas which do not have the same impacts, including, particularly, equality impacts. The result could be to require additional resources to be used in certain areas than has been budgeted for.

Consideration of the public sector equality duty and/or consultation may be necessary at the budget setting stage where a decision to reduce spending is significant, sufficiently focussed, and in financial terms, apparently rigid.

It is not considered that this applies to any of the proposed reductions set out in this Report and its Appendices.

In particular, in the event that any of the proposed reductions cannot be achieved, the usual budget management processes such as the use of Earmarked Reserves, or virement, would be followed, and approval sought at the appropriate levels in accordance with Financial Regulations, including full Council where necessary. Furthermore, a contingency has been built into the budget proposals in the form of the Financial Volatility Reserve (the balance is currently £52.683m) and the annual Contingency budget of £3.000m for 2021/22, for when additional funding cannot be found by way of Earmarked Reserves or virement from other service areas.

A full Equality Impact Analysis will be developed in respect of the final budget proposal and in particular any Council Tax proposals in the light of feedback received during the consultation process.

#### 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.

Individual proposals will only be implemented after due regard to the legal matters that must be considered, including the Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy.

## Crime and Disorder

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

Individual proposals will only be implemented after due regard to the legal matters that must be considered, including the duty under section 17 of the Crime and Disorder Act 1998.

### **3. Conclusion**

- 3.1 These budget proposals reflect the level of Government funding available to the Council and a proposal to increase general Council Tax in 2021/22 by 1.99%.
- 3.2 A thorough review of Council services was carried out during this year's budget process. Unavoidable cost pressures as well as savings have been identified, and the Capital Programme has been reviewed. The budget proposals aim to reflect the Council's priorities whilst operating with the resources available to it.
- 3.3 The budget proposals have been developed alongside, and in accordance with, the draft Medium Term Financial Strategy and a proposed final version of this Strategy will be reported to Executive in February. Final budget proposals will be reported to the Executive on 2 February 2021.

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

The Executive is responsible for publishing initial budget proposals for the budget for the purposes of consultation before determining the budget it will recommend to the full Council.

The matters to which the Executive must have regard in reaching its decision are set out in the body of the report.

The recommendations are within the remit of the Executive and are lawful. The Executive has the power to accept the Recommendation, or to agree one of the alternative approaches referred to in the report, subject to the limits on Council Tax increases referred to in the report.

#### **5. Resource Comments:**

These budget proposals incorporate the level of funding available to the Council from central Government plus an increase in Council Tax of

1.99% for general Council Tax.

Although the budget proposals are estimated at this stage, the funding assumed is in line with the Provisional Local Government Finance Settlement received in December 2020, and we propose a surplus budget at this stage, which will be a balanced budget once all remaining budgetary information has been incorporated.

The Medium Term Financial Plan from 2022/23 onwards still shows an underlying deficit position. We expect to be able to resolve this once our future funding is known and further savings are built into the budget after a number of development initiatives, including transformational projects, are delivered.

## 6. Consultation

### a) Has Local Member Been Consulted?

N/A

### b) Has Executive Councillor Been Consulted?

Yes

### c) Scrutiny Comments

There are no scrutiny comments at this stage in the budget process.

### d) Risks and Impact Analysis

An Equality Impact Analysis will be complete for the proposed increase in Council Tax. This will be reported to the Executive at its meeting on 2 February 2021.

Further Equality Impact Analyses will need to be undertaken on a service by service basis.

## 7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Key Assumptions in the Medium Term Financial Plan
Appendix B	Cost Pressures and Savings for 2021/22
Appendix C	Capital Programme 2021/22 and Future Years
Appendix D	Development Fund Initiatives

## 8. Background Papers

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

Document title	Where the document can be viewed
Provisional Local Government Finance Settlement	<a href="https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2021-to-2022">https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2021-to-2022</a>
Council Budget 2020/21	<a href="https://www.lincolnshire.gov.uk/directory-record/61670/budget-and-financial-strategy">https://www.lincolnshire.gov.uk/directory-record/61670/budget-and-financial-strategy</a>

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## Key Assumptions in the Medium Term Financial Plan

(Remaining Following Provisional Local Government Finance Settlement)

Funding / Expenditure Area	Assumption	2021/22 £000's	Impact of 1% Change in Assumption £000's	Impact of 5% Change £000's
<b>Funding</b>				
Independent Living Fund	Assume falls by 2.5%	1,515	15	76
Public Health Grant	Assume maintained at 2020/21 level	33,546	335	1,677
Better Care Funding	Increased by assumed Minimum Income Guarantee	18,984	190	949
Council Tax Collection Fund Surplus	Assume no surplus	0	0	0
Council Tax	Taxbase as at 27/11/20 (est.)	319,555	3,196	15,978
BR Collection Fund Surplus	Assume no surplus	0	0	0
BR collected locally	2020/21 plus growth of 0.55% pa	21,874	219	1,094
BR S31 Grant	2020/21 plus growth of 0.55% pa	7,178	72	359
BR Pooling Gain	Assume no pooling gain	0	0	0
<b>Expenditure</b>			<b>4,027</b>	<b>20,133</b>
Pay Inflation	1% pa Pay Inflation	1,580	790	3,950
<b>Total</b>			<b>790</b>	<b>3,950</b>

A 1% change in our funding compared to our assumption would result in £4.027m additional / less funding

A 1% change in our expenditure inflation compared to our assumption would result in £0.790m additional / less cost

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**COST PRESSURES AND SAVINGS 2021/22****ADULT CARE AND COMMUNITY WELLBEING**

SERVICE AREA	TYPE OF COST PRESSURE	DESCRIPTION	2021/22 Budget £
Adult Specialties	Increased Costs	The financial rate paid to providers of mental health and learning disability services increases each year to reflect changes in inflation, national living wage etc. The rate is encompassed in the 3 year residential contracts and/or the homecare prime provider contracts and published in the annual statement attached to the Adult Care Charging Policy.	2,855,778
Adult Frailty and Long Term Conditions	Increased Costs	The financial rate paid to providers of older peoples care and physical disability services increases each year to reflect changes in inflation, national living wage etc. The rate is encompassed in the 3 year residential contracts and/or the homecare prime provider contracts and published in the annual statement attached to the Adult Care Charging Policy.	3,093,968
Adult Specialties	Increased Costs	Demand for adult specialties continues to increase with between 2.3% - 2.9% for learning disability and mental health long term care respectively.	1,930,818
Adult Frailty and Long Term Conditions	Increased Costs	Demand for adult frailty and long term conditions care continues to increase with between 1.2% - 1.8% for older peoples care and physical disability services respectively. Work is underway to develop demand forecasting for physical disabilities service users moving from children's services into adult care.	706,432

Home Based care Net Service Pressure	Increased Costs	Inflation and Demographic Growth for Homecare, Direct Payment and Day Care placements, and for NLW increases. Additional cost pressures previously omitted: to be funded by additional income already reported.	1,801,144
Public Health & Community Wellbeing	Increased Costs	Public health grant in 2020/21 is £1,205,537 more than the budget. Two cost pressures are included to be funded by this grant: £510,000 in PH & Community Wellbeing and £383,770 in Children's services. A decision will need to be made about the use of the balance of grant remaining of £311,767. It is shown here as a cost pressure, but is fully funded by Public Health grant increase shown below.	311,767
Adult Specialties Mental Health Community Packages of Care	Previously Reserves Funded	The Executive received a report in February 2020 detailing the Mental Health Section 75 agreement. Based on demand to date and projected forward, this agreement included cost projections of £9.6m. The Executive agreed to fund £1.4m in addition to the £1.163m funded through the Better Care Fund. This increased cost pressure is therefore funded via BCF income shown below.	1,163,000
Public Health & Community Wellbeing	Previously Reserves Funded	Integrated Lifestyle Service and substance misuse drug pressures. These pressures are funded through the increase in public health grant confirmed for 2020/21. This increase is the £1,205,537 included below.	510,000
Adult Specialties	Reduction in Pressures	The Spending Review statement 25 November 2020 confirmed that the National Living Wage rates forecast pre Covid19 pandemic would be lower as a result of the economic situation.	(189,499)

Adult Frailty and Long Term Conditions	Reduction in Pressures	The Spending Review statement 25 November 2020 confirmed that the NLW rates forecast pre Covid19 pandemic would be lower as a result of the economic situation.	(213,690)
			<b>11,969,718</b>

<b>SERVICE AREA</b>	<b>TYPE OF SAVING</b>	<b>DESCRIPTION</b>	<b>2021/22 Budget £</b>
Adult Frailty & Long Term Conditions	Increased Income	Proportionate increase of income from service user contributions in relation to annual uplift of benefits.	-1,601,068
Adult Specialties	Increased Income	Proportionate increase of income from service user contributions in relation to annual uplift of benefits.	-200,076
Adult Frailty & Long Term Conditions	Increased Income	Compliance with Care Act. This relates to moving existing service users across to the minimum income guarantee for non-residential care as well as all new entrants to adult social care commencing on the MIG rate	-1,500,000
Public Health - New Commercial Unit	Reduced Costs	Part of the Corporate transformation project would mean centralised functions and therefore loss of a post	-100,000
Adult Frailty & Long Term Conditions	Reduced Costs	Investment in extra care housing forecast to reduce long term placement costs	-160,000
Adult Specialties	Change in Better Care Fund	Underlying demand levels funded recurrently from Better Care Fund. Additional funding received Dec 2019 and not adjusted for in base budget. To fund Mental Health costs within Community Care Packages shown in cost pressures.	-1,163,000

Adult Frailty & Long Term Conditions	Change in Better Care Fund	Winter pressures forms core iBCF from 2020-21. BCF review agreed monies will support the underlying rate and demand pressures for adult social care contained in the pressures section above. Minor adjustment made to reflect Provisional LG Finance Settlement.	-3,367,463
Adult Frailty & Long Term Conditions	Change in Better Care Fund	Received confirmation of increase in 20-21 BCF Min Income Guarantee, assumed 50% received into LCC. There is a risk that this may not come into LCC	-680,000
Public Health & Community Wellbeing	Change in Public Health Grant	2020/21 Public Health Grant confirmed value of £33,546,137	-1,205,537
Adult Frailty & Long Term Conditions	Funding review	Review of BCF schemes redirecting funding to support service pressures in core, mandatory, services. BCF review agreed monies will support the underlying rate and demand pressures for adult social care contained in the pressures section above.	-400,000
Adult Specialties	Funding review	Review of BCF schemes redirecting funding to support service pressures in core, mandatory, services. BCF review agreed monies will support the underlying rate and demand pressures for adult social care contained in the pressures section above.	-490,000
Public Health & Community Wellbeing	Funding review	Review of BCF schemes redirecting funding to support service pressures in core, mandatory, services. Appendix to be provided showing how BCF funding is proposed to be allocated.	-192,000
Public Health & Community Wellbeing	Reduced Costs	Contract specification review for Lincolnshire Sexual Health Services	-500,000
Direct Payments	Increased Income	Improvement in Direct Payment collection rate an average 88% to 94%	-300,000
Service User contributions	Increased Income	Reduction in legal fees incurred in chasing Adult Social Care debts	-100,000
<b>TOTAL CHANGES</b>			<b>-11,959,144</b> <b>10,574</b>

## CHILDREN'S SERVICES

SERVICE AREA	TYPE OF COST PRESSURE	DESCRIPTION	2021/22 Budget £
Looked After Children	Increased Costs	Looked After Children: increase in costs across the composition of placement types supporting this vulnerable group (2% inflationary rate applied).	296,586
Special Guardianship orders	Increased Costs	Special Guardianship Orders (SGOs) continue to be seen by the Courts as an important option for permanency for children who need to be removed from their birth parents which is endorsed by officers. The expected increases are based on average numbers of SGO's being granted per month with a 5% increase annually.	281,922

Looked After Children	Increased Costs	<p>Looked After Children: contributing factors include an increase in looked after children; a shift in placement compositions from internal foster carer arrangements to more external placements, some of which are specialist placements that incur a significantly greater unit cost, and market forces within the external looked after children sector. The position is reflective of pre-Covid-19. The cost pressure is to re-base the budget to current spending levels (pre-Covid-19). Steps continue to be in place to mitigate and manage escalation of needs, and further work is underway on placement planning to mitigate further cost rises, which is managed through the transformation programme.</p> <p>Lincolnshire's benchmarked looked after children numbers per 10,000 of the population is at 43 per 10,000, compared to nationally in the prior year of 65 (March 2020). CIPFA LAC benchmarking for Local Authority participants showed Lincolnshire's average looked after child placement costs (2019) to be £41,555 p.a. compared to the average of other Local Authorities of £53,287.</p>	2,000,000
Home to School Transport	Increased Costs	Home to School Transport National Living Wage increase for drivers. The NLW has been updated to reflect the April 2021 change of £8.91 (a rise of 2.18%).	280,649
Home to School Transport	Increased Costs	Home to School Transport Inflationary rises in the delivery of general transport provision (2%)	428,314

Home to School Transport	Increased Costs	Home to School Transport - increase in Mainstream Pupil eligibility - secondary school pupil growth	295,838
Home to School Transport	Increased Costs	Rebase of budget to planned spending levels in 2019/20 academic year. The increased costs related to contractual inflationary pressures within mainstream transport; increase in SEND pupils resulting in increased eligibility for transport to mainstream school, and an increase in complexity of pupils requiring more specialised and lone transport.	2,000,000
Home to School Transport	Increased Costs	Special Schools – One School One Operator (OSOP) model: the specifics of the contract (payment mechanism) and changing pupil requirements (both in terms of needs and their location) has resulted in the Local Authority undertaking a review of the payment mechanism.	1,000,000
Home to School Transport	Increased Costs	Anticipated growth in SEND transport costs for 2021/22. A transformational review is taking place within this area, as well as the Building Communities of Specialist Provision Strategy, which are both anticipated to make a positive impact on transport spending from 2022/23, i.e. cost avoidance, however time is required to embed these new practices.	250,000
Home to School Transport	Increased Costs	Public Service Vehicle Accessibility Regulations (PSVAR): vehicles need to be compliant with Schedule 1 of the Regulations which require the vehicle to be wheelchair accessible when Local Authorities sell spare seats on transport vehicles.	600,000

Home to School Transport	Increased Costs	Section 31 grant increase for Home to School Transport Extended Rights to Free Travel. Increase in costs offset by increase in income. This pressure is therefore fully funded from the government funding increase.	334,200
			<b>7,767,509</b>

<b>SERVICE AREA</b>	<b>TYPE OF SAVING</b>	<b>DESCRIPTION</b>	<b>2021/22 Budget £</b>
Family Assessment & Support Team	Reduced Costs	Utilisation of grant income and budget reductions to meet service requirements	-1,000
Education Support Services	Reduced Costs	Additional income generation, a reduction in the cost of software and budget reductions to meet service requirements	-1,000
<b>TOTAL CHANGES</b>			<b>-2,000</b>
			<b>7,765,509</b>



**PLACE**

SERVICE AREA	TYPE OF COST PRESSURE	DESCRIPTION	2021/22 Budget £
Cultural Services - Library provision	Increased Costs	Inflationary costs - libraries contract Additional £42k required in 20/21 - GLL taking on the ICT provision.	42,000
Design Services	Increased Costs	Unfunded increase in energy charges for street lighting and signs	300,000
Waste Management	Increased Costs	Increased cost of the Mixed Dry Recycling Contract reflecting market conditions on the award of the new contract effective from July 2020	1,100,000
Waste Management	Increased Costs	Revenue implementation costs for separated collection of paper and cardboard in order to reduce contamination and processing costs to yield future savings	454,000
Planning	Increased Costs	Budget pressure over the last two years to deal with increased cost of legal services on complex planning decisions	80,000
Planning	Decreased income	Budget pressure over the last two years to deal with reduced level of planning fee income	200,000
			<b>2,176,000</b>

SERVICE AREA	TYPE OF SAVING	DESCRIPTION	2021/22 Budget £
Highways Services	Reduced Costs	Efficiency savings - ending use of white salt Contract savings Increased income for services	-159,210

Waste Management	Reduced Costs	Improved efficiency in processing by reducing contamination of Mixed Dry Recycling	-235,750
			<b>-394,960</b>
		<b>TOTAL CHANGES</b>	<b>1,781,040</b>

**FIRE & RESCUE**

SERVICE AREA	TYPE OF COST PRESSURE	DESCRIPTION	2021/22 Budget £
Fire Station Business Rates	Increased Costs	Changes from the April 2017 revaluations has increased rates costs at retained and whole time fire stations.	10,962
Fire - East Coast Consortium	Increased Costs	<p>As part of the East Coast consortium project there was a requirement to have a Service Support role to update, support and manage the Vision 4 systems and provide a link with all 4 services.</p> <p>Currently we have a resource that is seconded into this role who has been vital in setting up Vision 4 for Lincolnshire. Moving forward it is clear that this role will be required as business as usual to ensure our system is supported and managed to keep our Control function up to date and effective.</p> <p>We can also use this role to support other software systems that the Service now operates such as PDR Pro and Flosuite which are integral in collating and reporting data for use across the Service.</p>	45,000

<p>Fire - Pre Hospital Emergency Medical training</p>	<p>Increased Costs</p>	<p>500K over a 3 year period depending on suppliers(e.g 250K yr1 / 50K yr2 / 200K yr3).</p> <p>Following a review of our Trauma training that we provide our operational staff, it identified that we do not provide the level of skills or capability that is provided by other Fire and Rescue Services. These are the skills for our operational staff to give emergency medical treatment at incidents to the public, especially when there are no ambulance on scene or medical professionals. Current standards as identified by NFCC recommend that all operational staff are trained to Pre-Hospital Emergency Medical level C or D. It has also been identified through an audit by National Resilience that we are not meeting the requirements for our National Boat Teams to be deployed to support national incidents due to our staff not being trained to these standards.</p> <p>We are proposing to upskill our staff to Level C. At present we are completing a business case that outlines the most cost effective way to upskill our staff, which has identified the proposed costs. We are looking at ways to reduce the implementation costs if possible.</p>	<p>250,000</p>
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<p>Fire - Fire Control</p>	<p>Increased Costs</p>	<p>We are currently reviewing our Control function structure to ensure we have a resilience in terms of personnel to maintain the minimum levels of 3 on duty to take call, manage incidents and communicate across the Service. We are currently running over establishment to maintain 20 in this area, but are underway with a project to look at options as follows:</p> <ul style="list-style-type: none"> <li>• Partnership with another Fire and Rescue Control function to give resilience</li> <li>• Partnership with 3rd party to give resilience</li> <li>• Internal re-structure to keep Control operatives but review management structure</li> <li>• Current substantive establishment of 16 structure plus 'bank staff' to offer resilience.</li> </ul> <p>This project has been delayed due to COVID and reduced capacity within projects. This has now been addressed and expect full cost recommendations by October.</p> <p>If the most cost effective model is to re-structure or to utilise 'bank staff' then the cost pressure would likely be approx. 85K.</p> <p>It is unclear as yet if the provision of our Control through 3rd party or partnership arrangement with another FRS would produce savings. This will be confirmed in October.</p>	<p>85,000</p>
			<p><b>390,962</b></p>

## RESOURCES

SERVICE AREA	TYPE OF COST PRESSURE	DESCRIPTION	2021/22 Budget £
Financial Strategy	Increased Costs	Corporate Support Service Contract - Gross v Net (new service). If the Council agrees to move to gross payments to residential care providers, then there will be an associated increase in volumes of payment runs and creation of direct debits and invoices on the Serco contract, as well as additional debt recovery work (estimated cost).	273,000
Financial Strategy	Increased Costs	Corporate Support Service Contract - Exchequer Services Revised contract costs based on a review of pricing and volume analysis undertaken in November 2020. Increased costs are a combination of; - rebased indexation for 20/21 (up from 2.24% to 3.41%) - indexation for 21/22 of 1.56% - a review of expected volumes for 21/22 - future indexation is assumed to be 2% pa	147,297
Financial Strategy	Increased Costs	Corporate Support Service Contract - Social Care Service Revised contract costs based on a review of pricing and volume analysis undertaken in November 2020. Increased costs are a combination of; - rebased indexation for 20/21 (up from 2.24% to 3.41%) - indexation for 21/22 of 1.56% - a review of expected volumes for 21/22 - future indexation is assumed to be 2% pa	127,875
Human Resources	Increased Costs	Corporate Support Service contract 21/22 re-based to include 20/21 indexation of 3.41%	50,254
Community Safety	Previously Reserves Funded	Estimated value of additional budget requirement following exhaustion of reserves (which run out in 20/21) and new burdens for Domestic Abuse Service. This is the value following engagement discussions as at 23/11/20.	585,326

		Government grant income of £98k is expected to support this cost pressure (see below)	
Coroners Service	Increased Costs	As part of a full analysis of current contracts (price and volume) for mortuary, histology, toxicology, post mortem and conveyancing contracts there is a significant shortfall over and above the £215k structural shortfall (see lines below). This is based on extended one year contract costs (Sept20 to Aug 21) in line with revised pricing schedules.	310,815
Coroners Service	Increased Costs	Further to the line above, post mortem and contracts are due for renewal in September 2021. It is unclear what the true value of this will be until the conclusion of the procurement process so an estimated 2% increase is included based on total contractual costs of £1,024,742.	10,248
Coroners Service	Increased Costs	Historic saving of £100k has not been achieved and is not likely to be achieved in the short term. The current service review including on-going discussions regarding Greater Lincolnshire merger may generate future savings but this is not yet known.	100,000
Coroners Service	Increased Costs	This figure represents the identified budgetary shortfall as at December 2019 when detailed budget setting work was concluded.	114,750
			<b>1,719,565</b>

<b>SERVICE AREA</b>	<b>TYPE OF SAVING</b>	<b>DESCRIPTION</b>	<b>2021/22 Budget £</b>
Human Resources	Increased income	New HR Services for schools and Leadership & Management Apprenticeship Centre	-91,000
Financial Strategy	Increased income	Income from supporting schools	-20,000
Audit & Risk	Increased income	Income from external clients/schools	-15,000

Business Support	Reduced Costs	Printing Review	-57,000
Community safety	Increased income	A government grant income of £98k is expected to support the Community Safety cost pressure (see above).	-98,000
Celebratory & Registration Services	Increased income	Increased income budget target in line with Pre Covid activity levels.	-108,000
			<b>-389,000</b>
<b>TOTAL CHANGES</b>			<b>1,330,565</b>



**COMMERCIAL**

SERVICE AREA	TYPE OF COST PRESSURE	DESCRIPTION	2021/22 Budget £
Corporate Property	Increased Costs	Increase in utility costs Assumed contractual inflation costs for 21/22. Medium term estimates currently suggest than little/ no inflationary increases beyond 21/22 although this is subject to changing market conditions	153,820
Corporate Property	Increased Costs	Increase in property rates Assumed increased costs for 21/22 and beyond in line with medium term planning.	64,106
Corporate Property	Increased Costs	Insurance Property insurance premiums increases for 21/22 only.	20,800
Corporate Property	Increased Costs	South Park Blue Light Property Costs increased rates and utility costs for the new building. The pressures represents the LCC element only.	119,737
Corporate Property	Increased Costs	Property Contract Inflation Inflation for 21/22 and beyond is within the range 1% -2% and is estimated for planning purposes at 1.5%	156,000
Corporate Property	Increased Costs	Compliance Officer and Fire Door Surveys In order to ensure that LCC is compliant across the property portfolio, a Compliance Officer role has been established. As a result of the Grenfell report, a continuous programme of fire door surveys is to be put in place via the property contract.	133,000
Corporate Property	Increased Costs	Travellers sites As a result of the Modern Day Slavery regulations and recent incidents on the traveller sites, increased monitoring and attendance has been put in place to ensure early detection and therefore prevention occurs, resulting in additional costs.	66,000

		Risk: If attendance on site is removed, LCC is potentially at risk of not being able to demonstrate proactive support of the safety and management of the sites	
Commercial (Customer Service Centre)	Increased Costs	Corporate Support Service contract 21/22 a) re-based to include 20/21 indexation of 3.41%, b) 21/22 indexation at 1.56% c) revised volume assumptions as at November 2020 d) assumed 2% inflationary increase for 22/23 and 23/24	129,594
IMT	Increased Costs	Corporate Support Service contract 21/22 a) re-based to include 20/21 indexation of 3.41%, b) 21/22 indexation at 1.56% c) revised volume assumptions as at November 2020 d) revised cost of commercial arrangement for the IMT service e) assumed 2% inflationary increase for 22/23 and 23/24	476,806
Transformation	Increased Costs	Business Objects Software Licencing Existing cost that is required to support this established reporting system for 21/22 prior to the removal of this requirement in 22/23	46,000
			<b>1,365,863</b>
<b>SERVICE AREA</b>	<b>TYPE OF SAVING</b>	<b>DESCRIPTION</b>	<b>2021/22 Budget £</b>
Corporate Property	Reduced Costs	Reduced support to internal moves and Occupeye technology	-85,000
Corporate Property	Reduced Costs	County Farms Estate - reduction in outgoing rents to Crown Estate	-150,000
			<b>-235,000</b>
<b>TOTAL CHANGES</b>			<b>1,130,863</b>

## CORPORATE SERVICES

SERVICE AREA	TYPE OF COST PRESSURE	DESCRIPTION	2021/22 Budget £
Corporate Services	Increased Costs	Adjustment required to pay budget to bring it in line with actual cost of posts introduced last year. Original budget was based on estimated grades and excluded indirect staffing costs.	41,580
Corporate Services	Increased Costs	Creation of a corporate marketing, promotions and communications budget.	35,000
<b>TOTAL CHANGES</b>			<b>76,580</b>

## OTHER BUDGETS

SERVICE AREA	TYPE OF COST PRESSURE	DESCRIPTION	2021/22 Budget £
Capital Financing	Reduced Costs	Minimum Revenue Provision reduced due to capital programme slippage - one year only	-1,886,231
Capital Financing	Reduced Costs	Interest on borrowing reduced due to interest rates falling and internal borrowing, one year only	-2,476,000
Insurance	Increased Costs	Insurance costs - indicative of 15% increase due to extension of contract	426,401
Pension Deficit Contribution	Increased Costs	Local Government Pension Scheme Lump Sum Deficit	1,300,000
Pension Employers Contribution	Increased Costs	Local Government Pension Scheme Employers Contribution	22,592
Levy Payments	Increased Costs	Eastern Inshore Fisheries	10,000
Levy Payments	Increased Costs	Apprenticeship Levy increase on 20/21 base	12,900
Levy Payments	Increased Costs	Apprenticeship Levy increase on 21/22 base	32,141
Capital Financing	Reduced Income	Investment income reduced due to interest rates falling	1,400,000
Capital Financing Charges	Increased Costs	Removal of Revenue Contribution to Capital Budget (will result in increased capital financing costs – Minimum Revenue Provision)	15,000
Capital Financing Charges	Increased Costs	Removal of Revenue Contribution to Capital Budget (will result in increased capital financing costs – Interest)	15,000
			<b>-1,128,197</b>
SERVICE AREA	TYPE OF SAVING	DESCRIPTION	2021/22 Budget £
Financial Strategy	Increased Income	Anticipated dividend receivable from ESPO joint arrangement	-6,060

Capital Financing Charges	Reduced Costs	Remove Revenue Contribution to Capital £600k budget	-600,000
Capital Financing Charges	Reduced Costs	Remove Capital Financing Charges Other Flexibility £500k budget	-500,000
Pensions	Reduced Costs	Reduce Pension Enhancement budget (section 24) due to attrition rate	-100,000
			<b>-1,206,060</b>
<b>TOTAL CHANGES</b>			<b>-1,734,257</b>

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## APPENDIX C

Capital Programme (2020/21 plus Future Years)		Net Programme 2020/21 £m	Grants & Contribution 2020/21 £m	Revised Gross Programme 2020/21 £m	Net Programme 2021/22 £m	Grants & Contribution 2021/22 £m	Revised Gross Programme 2021/22 £m	Net Programme Future Years £m	Grants & Contribution Future Years £m	Gross Programme Future Years £m
<b><u>ADULT CARE AND COMMUNITY WELLBEING</u></b>										
<b><u>CONDITIONS</u></b>										
Dewint Court Extra Care Housing Scheme	Contribution towards De Wint Extra Care Housing Scheme	0.000	-1.400	1.400	0.000	0.000	0.000	0.000	0.000	0.000
Linelands Extra Care Housing Scheme	Contribution towards Planned Linelands Housing Scheme	1.990	0.000	1.990	0.000	0.000	0.000	0.000	0.000	0.000
<b>Subtotals: Adult Frailty &amp; Long Term Conditions</b>		<b>1.990</b>	<b>-1.400</b>	<b>3.390</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b><u>CHILDREN'S EDUCATION</u></b>										
<b><u>SCHOOLS</u></b>										
Devolved Capital	Capital funding devolved to schools for improvements to buildings and school sites or investment in ICT hardware.	0.000	-1.017	1.017	0.000	0.000	0.000	0.000	0.000	0.000
Provision of School Places (Basic Need)	A programme of expansion and new build construction of school buildings.	0.080	-3.351	3.431	0.000	-2.900	2.900	0.000	0.000	0.000
Schools Modernisation / Condition Capital	Programme to improve the condition of the school estate.	0.000	-5.755	5.755	0.000	-3.500	3.500	0.000	0.000	0.000
New Schools Requirements		0.000	0.000	0.000	0.000	0.000	0.000	42.700	-10.600	53.300
Other Education & SEND Services	Capital funding for CWD short breaks and other education services	0.003	-0.072	0.074	0.000	0.000	0.000	0.000	0.000	0.000
<b>Subtotals - Schools</b>		<b>0.083</b>	<b>-10.195</b>	<b>10.277</b>	<b>0.000</b>	<b>-6.400</b>	<b>6.400</b>	<b>42.700</b>	<b>-10.600</b>	<b>53.300</b>
<b><u>CHILDREN'S SERVICES</u></b>										
Early Help		0.978	-0.146	1.123	0.395	0.000	0.395	0.000	0.000	0.000
Safeguarding Services	Capital funding for in-house provision and other safeguarding services including foster carers and supported accommodation	0.097	0.000	0.097	0.323	0.000	0.323	0.250	0.000	0.250
SEND Provision Capital Funding for Pupils with EHC Plans	A programme of major investment in SEND provision.	0.000	-11.500	11.500	0.000	-29.710	29.710	15.600	-26.059	41.659
Children's Services - Children's Homes	Two new small children's homes for children who are looked after.	0.050	0.000	0.050	1.075	0.000	1.075	0.375	0.000	0.375
Commissioning & Health Services	Capital funding for the 0-19 Health Services	0.000	0.000	0.000	0.100	0.000	0.100	0.000	0.000	0.000
<b>Subtotals - Children's Services</b>		<b>1.125</b>	<b>-11.645</b>	<b>12.770</b>	<b>1.893</b>	<b>-29.710</b>	<b>31.603</b>	<b>16.225</b>	<b>-26.059</b>	<b>42.284</b>
<b>Subtotals Children's Education</b>		<b>1.208</b>	<b>-21.840</b>	<b>23.047</b>	<b>1.893</b>	<b>-36.111</b>	<b>38.004</b>	<b>58.925</b>	<b>-36.659</b>	<b>95.584</b>

Capital Programme (2020/21 plus Future Years)		Net Programme 2020/21 £m	Grants & Contribution 2020/21 £m	Revised Gross Programme 2020/21 £m	Net Programme 2021/22 £m	Grants & Contribution 2021/22 £m	Revised Gross Programme 2021/22 £m	Net Programme Future Years £m	Grants & Contribution Future Years £m	Gross Programme Future Years £m
<b>COMMERCIAL</b>										
<b>PROPERTY</b>										
Property	Maintenance and improvement programme for council properties, asbestos works and improvements to the County Farm estates.	2.983	0.000	2.983	2.736	0.000	2.736	0.000	0.000	0.000
Property maintenance	To fund the maintenance and improvement programme for council properties	0.000	0.000	0.000	3.500	0.000	3.500	24.500	0.000	24.500
Orchard House Repairs	To complete essential repair work to the Lincoln County offices / Orchard House campus	1.400	0.000	1.400	0.000	0.000	0.000	0.000	0.000	0.000
Bluelight - wider estates (other funding will support this)	Programme of works to support dual and tri service occupation throughout Lincolnshire.	0.284	0.000	0.284	0.000	0.000	0.000	0.000	0.000	0.000
Lexicon House	Refurbishment of Lexicon House for office accommodation.	0.050	0.000	0.050	0.950	0.000	0.950	0.000	0.000	0.000
County Emergency Centre	Modernisation of the County Emergency Centre.	0.087	0.000	0.087	0.000	0.000	0.000	0.000	0.000	0.000
Property Area Reviews	Programme of works for leased properties.	0.225	0.000	0.225	0.202	0.000	0.202	0.000	0.000	0.000
Property Improvement Programme	The improvement to council properties	0.306	0.000	0.306	0.000	0.000	0.000	0.000	0.000	0.000
County Farms Private Roads	The improvement private roads on the County Farms Estates	0.017	0.000	0.017	0.020	0.000	0.020	0.020	0.000	0.020
County Farms Grain Stores	The improvement to county farms grain stores	0.000	0.000	0.000	0.145	0.000	0.145	0.242	0.000	0.242
School Mobile Classroom Replacement	The replacement of school mobile classrooms	0.300	0.000	0.300	0.390	0.000	0.390	1.500	0.000	1.500
Castle Motte		0.370	0.000	0.370	0.000	0.000	0.000	0.000	0.000	0.000
Horncastle Estate & Land Purchase		0.113	0.000	0.113	0.000	0.000	0.000	0.000	0.000	0.000
<b>Subtotals - Property</b>		<b>6.136</b>	<b>0.000</b>	<b>6.136</b>	<b>7.943</b>	<b>0.000</b>	<b>7.943</b>	<b>26.262</b>	<b>0.000</b>	<b>26.262</b>



Capital Programme (2020/21 plus Future Years)		Net Programme 2020/21 £m	Grants & Contribution 2020/21 £m	Revised Gross Programme 2020/21 £m	Net Programme 2021/22 £m	Grants & Contribution 2021/22 £m	Revised Gross Programme 2021/22 £m	Net Programme Future Years £m	Grants & Contribution Future Years £m	Gross Programme Future Years £m
<b>ICT</b>										
Broadband	Provision of superfast broadband across the county.	0.640	-1.200	1.840	0.000	0.000	0.000	3.751	0.000	3.751
Infrastructure and Refresh Programme	General IT programmes including: IT development, replacement of PCs, other IT equipment and ICT infrastructure.	1.845	0.000	1.845	3.539	0.000	3.539	3.500	0.000	3.500
Improvement Transformation	To support the Transformation Programme by delivering enabling strategies in line with the Council's IMT strategy	0.000	0.000	0.000	2.000	0.000	2.000	2.000	0.000	2.000
Replacement ERP Finance System	Improvements to the ERP Finance system.	0.010	0.000	0.010	0.312	0.000	0.312	0.000	0.000	0.000
Care Management System (CMPP)	Installation of the Mosaic system.	0.009	0.000	0.009	0.005	0.000	0.005	0.000	0.000	0.000
ICT Development Fund	Improvements to ICT infrastructure and network.	0.300	0.000	0.300	0.121	0.000	0.121	0.000	0.000	0.000
IMT (Cloud Navigator/Windows 10)	Upgrade of hardware to Windows 10 system and development of Cloud Navigator to enable digital transformation of services to citizens.	0.136	0.000	0.136	0.000	0.000	0.000	8.000	0.000	8.000
Azure Data Migration	Migration of data from a physical to a cloud platform	0.604	0.000	0.604	0.460	0.000	0.460	0.000	0.000	0.000
<b>Subtotals - ICT</b>		<b>3.545</b>	<b>-1.200</b>	<b>4.745</b>	<b>6.436</b>	<b>0.000</b>	<b>6.436</b>	<b>17.251</b>	<b>0.000</b>	<b>17.251</b>
<b>Subtotals Commercial</b>		<b>9.680</b>	<b>-1.200</b>	<b>10.880</b>	<b>14.379</b>	<b>0.000</b>	<b>14.379</b>	<b>43.513</b>	<b>0.000</b>	<b>43.513</b>
<b><u>FIRE AND RESCUE &amp; PUBLIC</u></b>										
<b><u>FIRE AND RESCUE &amp; EMERGENCY</u></b>										
<b><u>PLANNING</u></b>										
Fire and Rescue & Emergency Planning	Refurbishment of fire and rescue properties.	0.393	0.000	0.393	1.074	0.000	1.074	0.000	0.000	0.000
Fire Fleet Vehicles and Associated Equipment	Rolling programme for the replacement of fire and rescue fleet vehicles and associated equipment.	4.097	0.000	4.097	3.128	0.000	3.128	6.540	0.000	6.540
<b>Subtotals - Fire and Rescue &amp; Emergency Planning</b>		<b>4.489</b>	<b>0.000</b>	<b>4.489</b>	<b>4.203</b>	<b>0.000</b>	<b>4.203</b>	<b>6.540</b>	<b>0.000</b>	<b>6.540</b>
<b><u>PUBLIC PROTECTION</u></b>										
Registration Celebratory & Coroners Service	Coroners IT system for case management, and improvement to Gainsborough celebratory premises.	0.082	0.000	0.082	0.000	0.000	0.000	0.000	0.000	0.000
Safer Communities	Vehicle for Trading Standards	0.025	0.000	0.025	0.000	0.000	0.000	0.000	0.000	0.000
<b>Subtotals - Public Protection</b>		<b>0.107</b>	<b>0.000</b>	<b>0.107</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Subtotals Fire and Rescue &amp; Public Protection</b>		<b>4.596</b>	<b>0.000</b>	<b>4.596</b>	<b>4.203</b>	<b>0.000</b>	<b>4.203</b>	<b>6.540</b>	<b>0.000</b>	<b>6.540</b>

Capital Programme (2020/21 plus Future Years)		Net Programme 2020/21 £m	Grants & Contribution 2020/21 £m	Revised Gross Programme 2020/21 £m	Net Programme 2021/22 £m	Grants & Contribution 2021/22 £m	Revised Gross Programme 2021/22 £m	Net Programme Future Years £m	Grants & Contribution Future Years £m	Gross Programme Future Years £m
<b>PLACE</b>										
<b>COMMUNITIES</b>										
<b>CULTURE</b>										
Libraries	RFID replacement kiosks and library hub capital works.	0.521	0.000	0.521	0.000	0.000	0.000	0.000	0.000	0.000
Historic Lincoln	Improvement programme for Lincoln Castle.	-0.050	-0.066	0.017	0.000	0.000	0.000	0.000	0.000	0.000
Lincoln Castle Revealed phase 2		0.281	0.000	0.281	0.000	0.000	0.000	0.000	0.000	0.000
Heritage / Archives	Future development of the Heritage service.	2.500	0.000	2.500	2.500	0.000	2.500	0.000	0.000	0.000
<b>Subtotals - Culture</b>		<b>3.252</b>	<b>-0.066</b>	<b>3.319</b>	<b>2.500</b>	<b>0.000</b>	<b>2.500</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>ENVIRONMENT</b>										
Electronic Ticket Machine		0.365	0.000	0.365	0.000	0.000	0.000	0.000	0.000	0.000
Other Highways and Transportation	Block of smaller Highways projects.	1.028	-0.390	1.418	0.000	0.000	0.000	0.000	0.000	0.000
Other Environment and Planning	Block of small projects.	0.043	0.000	0.043	0.000	0.000	0.000	0.000	0.000	0.000
Flood & Water Risk Management	A range of projects to alleviate flood and water risks.	0.572	0.000	0.572	0.000	0.000	0.000	0.000	0.000	0.000
Local Flood Defence Schemes (to match fund EA)	Match funding with the Environment Agency for local flood defence schemes.	0.900	0.000	0.900	1.350	0.000	1.350	3.650	0.000	3.650
<b>Subtotals - Environment</b>		<b>2.908</b>	<b>-0.390</b>	<b>3.298</b>	<b>1.350</b>	<b>0.000</b>	<b>1.350</b>	<b>3.650</b>	<b>0.000</b>	<b>3.650</b>
Waste - Fire Suppression Systems at Transfer Stations	Installation of fire suppression systems.	0.400	0.000	0.400	0.421	0.000	0.421	0.000	0.000	0.000
Waste - replacement of HWRC x 2	Replacement programme for 2 Household Waste Recycling Centres.	0.050	0.000	0.050	3.950	0.000	3.950	0.000	0.000	0.000
Equipment & Vehicles for Waste Transfer Stations	Replacement programme for vehicles and plant used for winter maintenance and in waste transfer stations.	0.251	0.000	0.251	0.252	0.000	0.252	0.847	0.000	0.847
Separated Paper and Card Scheme		0.000	0.000	0.000	1.206	0.000	1.206	4.171	0.000	4.171
Waste		0.035	0.000	0.035	0.100	0.000	0.100	0.000	0.000	0.000
<b>Subtotals - Waste</b>		<b>0.736</b>	<b>0.000</b>	<b>0.736</b>	<b>5.929</b>	<b>0.000</b>	<b>5.929</b>	<b>5.018</b>	<b>0.000</b>	<b>5.018</b>
<b>Subtotals - Communities</b>		<b>6.897</b>	<b>-0.456</b>	<b>7.353</b>	<b>9.779</b>	<b>0.000</b>	<b>9.779</b>	<b>8.668</b>	<b>0.000</b>	<b>8.668</b>

Capital Programme (2020/21 plus Future Years)		Net Programme 2020/21 £m	Grants & Contribution 2020/21 £m	Revised Gross Programme 2020/21 £m	Net Programme 2021/22 £m	Grants & Contribution 2021/22 £m	Revised Gross Programme 2021/22 £m	Net Programme Future Years £m	Grants & Contribution Future Years £m	Gross Programme Future Years £m
<b>GROWTH</b>										
Lincolnshire Enterprise Partnership Contribution	Lincolnshire Enterprise Partnership funding for capital projects.	13.956	0.000	13.956	0.000	0.000	0.000	0.000	0.000	0.000
LEP Skills Investment Programme	This project is aimed at increasing new apprenticeships and training places by refurbishing existing and creating new learning spaces.	0.232	0.000	0.232	0.000	0.000	0.000	0.000	0.000	0.000
Lincoln Growth Point		-0.240	0.000	-0.240	0.000	0.000	0.000	0.000	0.000	0.000
Lincolnshire Waterways		-0.144	0.000	-0.144	0.000	0.000	0.000	0.000	0.000	0.000
Other Growth and the Economy - Economic Infrastructure		0.293	0.000	0.293	0.000	0.000	0.000	0.000	0.000	0.000
Teal Park, Lincoln		-0.001	0.000	-0.001	0.000	0.000	0.000	0.000	0.000	0.000
South Lincs (Holbeach) Food Enterprise Zone	Contribution towards Holbeach Food Enterprise Zone.	3.400	0.000	3.400	0.000	0.000	0.000	0.000	0.000	0.000
Economic Development - Business Unit Development	Development of business units.	0.500	0.000	0.500	1.500	0.000	1.500	0.000	0.000	0.000
Skegness Countryside Business Park		0.009	0.000	0.009	0.000	0.000	0.000	0.000	0.000	0.000
Economic Development - Horncastle Industrial Estate Extension	Extension of Horncastle Industrial Estate Extension.	0.500	0.000	0.500	1.000	0.000	1.000	0.000	0.000	0.000
<b>Subtotals - Growth</b>		<b>18.505</b>	<b>0.000</b>	<b>18.505</b>	<b>2.500</b>	<b>0.000</b>	<b>2.500</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>



Capital Programme (2020/21 plus Future Years)		Net Programme 2020/21 £m	Grants & Contribution 2020/21 £m	Revised Gross Programme 2020/21 £m	Net Programme 2021/22 £m	Grants & Contribution 2021/22 £m	Revised Gross Programme 2021/22 £m	Net Programme Future Years £m	Grants & Contribution Future Years £m	Gross Programme Future Years £m
Corringham Road (development with WLDC)	Major scheme development of Corringham Road, in partnership with West Lindsey District Council.	1.154	-0.500	1.654	0.000	0.000	0.000	0.000	0.000	0.000
Sleaford Rugby Club (Sleaford Growth Scheme)	Improvement to ease congestion and improve the traffic flow at the Sleaford Rugby Club junction.	0.247	-1.070	1.318	1.014	0.000	1.014	0.000	0.000	0.000
A52 Skegness Roman Bank		4.449	0.000	4.449	0.325	0.000	0.325	0.075	0.000	0.075
Local Highways Improvements(Pinchpoints) to support Coastal Route (between £2m-£5m p.a)		0.850	0.000	0.850	1.705	0.000	1.705	17.295	0.000	17.295
Other Highways	Block of smaller Highways projects.	0.032	0.008	0.024	0.000	0.000	0.000	0.000	0.000	0.000
Boston Development Schemes (Infrastructure & Economic)	A range of initiatives to support economic and housing growth whilst reducing traffic congestion in and around Boston.	0.829	0.000	0.829	0.641	0.000	0.641	3.700	0.000	3.700
Pothole and Challenge Fund		0.000	-20.909	20.909	0.000	0.000	0.000	0.000	0.000	0.000
North Hykeham relief road (Scheme total £148m, DfT bid £100m)		0.000	0.000	0.000	0.000	0.000	0.000	48.000	0.000	48.000
<b>Subtotals - Highways</b>		<b>54.679</b>	<b>-75.392</b>	<b>130.071</b>	<b>61.030</b>	<b>-56.908</b>	<b>117.939</b>	<b>112.662</b>	<b>-2.630</b>	<b>115.292</b>
<b>Subtotals Place</b>		<b>80.081</b>	<b>-75.849</b>	<b>155.929</b>	<b>73.309</b>	<b>-56.908</b>	<b>130.217</b>	<b>121.330</b>	<b>-2.630</b>	<b>123.960</b>

Capital Programme (2020/21 plus Future Years)		Net Programme 2020/21 £m	Grants & Contribution 2020/21 £m	Revised Gross Programme 2020/21 £m	Net Programme 2021/22 £m	Grants & Contribution 2021/22 £m	Revised Gross Programme 2021/22 £m	Net Programme Future Years £m	Grants & Contribution Future Years £m	Gross Programme Future Years £m
<b>OTHER BUDGETS</b>										
New Developments Capital Contingency Fund	A council wide budget has been created to fund any schemes that are currently in the development stage. The funding will be awarded to these schemes on the approval of their business cases.	5.659	0.000	5.659	17.500	0.000	17.500	52.500	0.000	52.500
Capital Fund - CIL	This block relates to Community Infrastructure Levy receipt from developer as a contribution towards the construction of Lincoln Eastern Bypass and we have forward funded. Any income received will result in the reduction of the current capital programme.	-0.668	-0.668	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Capital Fund - S106	This block relates to S106 developer contributions towards schemes we have forward funded. Any income received will result in the reduction of the current capital programme.	-0.148	-0.148	0.000	0.000	0.000	0.000	0.000	0.000	0.000
<b>Subtotals Other Budgets</b>		<b>4.843</b>	<b>-0.817</b>	<b>5.659</b>	<b>17.500</b>	<b>0.000</b>	<b>17.500</b>	<b>52.500</b>	<b>0.000</b>	<b>52.500</b>
<b>Total Budget</b>		<b>102.397</b>	<b>-101.105</b>	<b>203.502</b>	<b>111.283</b>	<b>-93.019</b>	<b>204.302</b>	<b>282.808</b>	<b>-39.289</b>	<b>322.097</b>

**APPENDIX D (i)**

<b>Development Fund Initiatives (Capital) - Phasing of Expenditure</b>					
<b>Directorate / Service Area</b>	<b>Development Initiative</b>	<b>Planned One-Off Investment</b>	<b>Forecast to be Spent 2020/21</b>	<b>Forecast to be Spent 2021/22</b>	<b>Forecast to be Spent 2022/23 Onwards</b>
		<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Children's Services - Strategic Commissioning	Education Transport links to School (Route sustainability)	440	0	220	220
Place - Highways	Traffic signals - Wireless communications	80	80		
Place - Highways	Community Maintenance Gangs	3,981	3,981		
Place - Highways	Drainage Investigation and Flood Repairs	2,000	1,000	1,000	
Fire and Rescue	Flood Management Pumps	116	116		
Fire and Rescue	Replacement Trading standards Metrology equipment	50	50		
Commercial - IMT	Broadband - 4G	800	150	120	530
<b>TOTAL DEVELOPMENT INITIATIVES</b>		<b>7,467</b>	<b>5,377</b>	<b>1,340</b>	<b>750</b>

**APPENDIX D (ii)**

<b>Development Fund Initiatives (Revenue) - Phasing of Expenditure</b>					
<b>Directorate / Service Area</b>	<b>Development Initiative</b>	<b>Planned One-Off Investment</b>	<b>Forecast to be Spent 2020/21</b>	<b>Forecast to be Spent 2021/22</b>	<b>Forecast to be Spent 2022/23 Onwards</b>
		<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Place - Environment	Green Masterplan	350	100	250	
Place - Communities	Anaerobic digestion Facilities - Business Case Viability	150	20	130	
Place - Highways and Communities	Highways Advance Design/Economic Development Pipeline Projects	2,713	840	1,000	873
Place - Highways	Traffic signals - Wireless communications	5		5	
Place - Highways	Drainage Investigation and Flood Repairs	200	100	100	
Fire and Rescue	Research study - LFR prevention work	10	10	0	0
Commercial - Transformation	Transformation Programme (Business Process re-engineering)	280	0	0	280
Commercial - IMT	Broadband - 4G	135	27	27	81
Commercial - Transformation	Transformation Programme	7,394	824	3,510	3,060
Reserves	Development Fund Reserve balance still to be allocated	1,444			
<b>TOTAL DEVELOPMENT INITIATIVES</b>		<b>12,681</b>	<b>1,921</b>	<b>5,022</b>	<b>4,294</b>





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

Report to:	<b>Overview and Scrutiny Management Board</b>
Date:	<b>28 January 2021</b>
Subject:	<b>Overview and Scrutiny Management Board Work Programme</b>

**Summary:**

This item informs the Board of its current work programme for 2020/21. These meetings may be held remotely under the new "Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020" which have been introduced in April 2020 in response to the Coronavirus pandemic.

**Actions Required:**

This item is for information only.

## **1. Background**

### Work Programme

The current version of the work programme for the Overview and Scrutiny Management Board is set out in Appendix A.

### Executive Forward Plan

The Executive Forward Plan of key decisions is set out at Appendix B. This is background information for the Board to ensure that all key decisions are scrutinised by the relevant scrutiny committee.

## **2. Conclusion**

This item is to inform the Overview and Scrutiny Management Board of its current work programme for 2020/21, which is attached at Appendix A to this report.

### 3. Consultation

#### a) Risks and Impact Analysis

Not Applicable

### 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Overview and Scrutiny Management Board – Work Programme
Appendix B	Forward Plan of Decisions

### 5. 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 Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, who can be contacted on 01522 552840 or by e-mail at [nigel.west@lincolnshire.gov.uk](mailto:nigel.west@lincolnshire.gov.uk)

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD**

Each agenda includes the following standard items:

- Call-in (if required)
- Councillor Call for Action (if required)

<b>28 January 2021 – Virtual Meeting</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Performance Reporting against the Corporate Plan Performance Framework 2020-2021 - Quarter 2	Jasmine Sodhi, Performance and Equalities Manager	Pre Decision Scrutiny (Executive decision on 2 February 2021)
Covid-19 Update	Michelle Andrews, Assistant Director – Corporate Recovery	Policy Development / Review
Service Revenue and Capital Budget Proposals 2021/22	Keith Noyland, Head of Finance - Communities	Budget Scrutiny (Executive decision on 2 February 2021)  (Council Decision on 19 February 2021)
Council Budget 2021/22	Michelle Grady, Assistant Director - Strategic Finance	Budget Scrutiny (Executive decision on 2 February 2021)  (Council Decision on 19 February 2021)

<b>25 February 2021 – Virtual Meeting</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Treasury Management Performance Quarter 3 (1 October 2020 to 31 December 2020)	Karen Tonge Treasury Manager	Performance Scrutiny
Treasury Management Strategy Statement and Annual Investment Strategy 2021/22	Karen Tonge Treasury Manager Chris Scott, Link Asset Services	Pre-Decision Scrutiny (Executive Councillor Decision on 11 March 2021)
Performance Reporting against the Corporate Plan Performance Framework 2020/21 - Quarter 3	Jasmine Sodhi, Performance and Equalities Manager	Pre Decision Scrutiny (Executive decision on 2 March 2021)
Covid-19 Update	Michelle Andrews, Assistant Director – Corporate Recovery	Policy Development / Review
Revenue Budget Monitoring Report 2020/21 – Quarter 3	Michelle Grady, Assistant Director - Strategic Finance	Pre Decision Scrutiny (Executive decision on 2 March 2021)
Capital Budget Monitoring Report 2020/21 – Quarter 3	Michelle Grady, Assistant Director - Strategic Finance	Pre Decision Scrutiny (Executive decision on 2 March 2021)

<b>17 March 2021 – Virtual Meeting</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Developer Contributions Scrutiny Review - Executive Response and Action Plan	Councillor Colin Davie, Executive Councillor for Economy and Place  Councillor Eddy Poll, Executive Councillor for Commercial and Environmental Management  Justin Brown, Assistant Director – Growth  Warren Peppard, Head of Development Management	Scrutiny Review Activity
Status Update on the Transformation Programme	Andrew McLean, Assistant Director – Corporate Transformation, Programmes and Performance  Clare Rowley, Head of Transformation	Policy Development / Review
Performance of the Corporate Support Services Contract and Update on the Corporate Support Services Review	Sophie Reeve, Assistant Director - Commercial  Arnd Hobohm, Serco Contract Manager	Performance Scrutiny
Update on IMT Services <ul style="list-style-type: none"> <li>• Project Portfolio</li> <li>• Business Enablement</li> </ul>	Donna Fryer, Head of Portfolio and Resources  Allison Kapethanasis, ICT Business Relationship and User Engagement Manager	Performance Scrutiny
Establishment of the Legal Services Company – Progress Report	David Coleman, Chief Legal Officer	Performance Scrutiny

<b>17 March 2021 – Virtual Meeting</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Covid-19 Update	Michelle Andrews, Assistant Director – Corporate Recovery	Policy Development / Review
Property Services Contract Year Five Report	Stuart Wright , Contract Manager - Corporate Property	Performance Scrutiny

<b>29 April 2021</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>

<b>17 June 2021</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Introduction to Service Areas reporting to the Overview and Scrutiny Management Board	Debbie Barnes, Chief Executive  Andrew Crookham, Executive Director – Resources  James Drury, Executive Director - Commercial	Induction

<b>1 July 2021</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Treasury Management Annual Report 2020/21	Karen Tonge, Treasury Manager  Chris Scott, Link Asset Services	Performance Scrutiny
Review of Financial Performance 2020/21	Michelle Grady, Assistant Director - Strategic Finance	Pre-Decision Scrutiny (Executive decision on 6 July 2021)

1 July 2021		
Item	Contributor	Purpose
Performance Reporting against the Corporate Plan Performance Framework 2020/21 - Quarter 4	Jasmine Sodhi, Performance and Equalities Manager	Pre Decision Scrutiny (Executive decision on 6 July 2021)
Update on IMT Services <ul style="list-style-type: none"> <li>• Plan Delivery</li> <li>• Service KPI's &amp; Service Issues</li> </ul>	John Wickens, Assistant Director - IMT and Enterprise Architecture  Miranda Johnson, Head of Contracted Services, IMT	Performance Scrutiny
HR Management Information and Workforce Plan Update Report	Lucy Shevill, Strategic HR Business Partner  Fiona Thompson, Head of Human Resources	Performance Scrutiny

**For more information about the work of the Overview and Scrutiny Management Board please contact Tracy Johnson, Senior Scrutiny Officer, on 01522 552164 or by e-mail at [Tracy.Johnson@lincolnshire.gov.uk](mailto:Tracy.Johnson@lincolnshire.gov.uk)**

**FORWARD PLAN OF KEY DECISIONS FROM 01 FEBRUARY 2021**

PUBLISH DATE 30 DECEMBER 2020

DEC REF	MATTERS FOR DECISION	REPORT STATUS	DECISION MAKER AND DATE OF DECISION	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE CONSIDERED	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at County Offices, Newland, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED
I021368	Lincolnshire County Council's Green Master Plan	Open	Executive 2 Feb 2021	Environment and Economy Scrutiny Committee; Transformation Programme Board; Departmental Leadership Team; Corporate Leadership Team; Partner organisations	Report	Head of Environment Email: <a href="mailto:david.hickman@lincolnshire.gov.uk">david.hickman@lincolnshire.gov.uk</a>	All Divisions
I021361	Review of the Lincolnshire Minerals and Waste Local Plan	Open	Executive 2 Feb 2021	Environment and Economy Scrutiny Committee	Report	Minerals and Waste Policy and Compliance Manager Email: <a href="mailto:adrian.winkley@lincolnshire.gov.uk">adrian.winkley@lincolnshire.gov.uk</a>	All Divisions
I021125	Charging for Pre-Application Advice	Open	Executive 2 Feb 2021	Environment and Economy Scrutiny Committee	Report	Head of Planning Email: <a href="mailto:neil.mcbride@lincolnshire.gov.uk">neil.mcbride@lincolnshire.gov.uk</a>	All Divisions
I021124	Hoplands, Sleaford Extra Care Housing Scheme	Open	Executive 2 Feb 2021	Adults and Community Wellbeing Scrutiny Committee	Report	Senior Project Manager Email: <a href="mailto:emma.rowitt@lincolnshire.gov.uk">emma.rowitt@lincolnshire.gov.uk</a>	All Divisions
I020523	County Council Budget 2021/22	Open	Executive 2 Feb 2021	Overview and Scrutiny Management Board	Report	Assistant Director - Strategic Finance Email: <a href="mailto:michelle.grady@lincolnshire.gov.uk">michelle.grady@lincolnshire.gov.uk</a>	All Divisions
I021581 New!	Development Fund - Drainage Investigations and Flood Repairs	Open	Executive 2 Feb 2021	Environment and Economy Scrutiny Committee	Report	Senior Commissioning Officer Flood Risk Email: <a href="mailto:matthew.harrison@lincolnshire.gov.uk">matthew.harrison@lincolnshire.gov.uk</a>	All Divisions
021494	Tattershall Household Waste recycling Centre	Open	Executive Councillor: Commercial and Environmental Management Between 24 Feb 2021 and 26 Feb 2021	Environment and Economy Scrutiny Committee	Report	Delivery & Transformation Manager (Waste) Email: <a href="mailto:mike.reed@lincolnshire.gov.uk">mike.reed@lincolnshire.gov.uk</a>	



I021473	Lincolnshire Homes for Independence blueprint	Open	Executive 2 Mar 2021	Lincolnshire Health and Wellbeing Board; and the Housing Health and Care Delivery Group	Report	Assistant Director, Prevention and Early Intervention Email: <a href="mailto:semantha.neal@lincolnshire.gov.uk">semantha.neal@lincolnshire.gov.uk</a>	All Divisions
I021497	The future of the boarding provision at The St Francis Special School, Lincoln (Final decision)	Open	Executive Councillor: Adult Care, Health and Children's Services  Between 15 Mar 2021 and 19 Mar 2021	Interested parties as DfE guidance including: school staff, schools, County, Parish and District Councils, MPs, Trade Unions; Diocese; local NHS; and the Children and Young People Scrutiny Committee	Report	Interim Head of Education Support Email: <a href="mailto:matthew.clayton@lincolnshire.gov.uk">matthew.clayton@lincolnshire.gov.uk</a>	All Divisions
I021049	The expansion of St Lawrence's School, Horncastle	Exempt	Leader of the Council (Executive Councillor: Resources and Communications)  Between 28 Jun 2021 and 2 Jul 2021	Children and Young People Scrutiny Committee	Report	Head of Property Development Email: <a href="mailto:dave.pennington@lincolnshire.gov.uk">dave.pennington@lincolnshire.gov.uk</a>  Programme Manager, Special Schools Strategy Email: <a href="mailto:eileen.mcmorrow@lincolnshire.gov.uk">eileen.mcmorrow@lincolnshire.gov.uk</a>	Horncastle and the Keals
I021048	The expansion of the Priory School, Spalding	Exempt	Leader of the Council (Executive Councillor: Resources and Communications)  Between 28 Jun 2021 and 2 Jul 2021	Children and Young People Scrutiny Committee	Report	Head of Property Development Email: <a href="mailto:dave.pennington@lincolnshire.gov.uk">dave.pennington@lincolnshire.gov.uk</a>  Programme Manager, Special Schools Strategy Email: <a href="mailto:eileen.mcmorrow@lincolnshire.gov.uk">eileen.mcmorrow@lincolnshire.gov.uk</a>	Spalding South
I021050	The expansion of St Christopher's School, Lincoln	Exempt	Leader of the Council (Executive Councillor: Resources and Communications)  Between 29 Nov 2021 and 3 Dec 2021	Children and Young People Scrutiny Committee	Report	Head of Property Development Email: <a href="mailto:dave.pennington@lincolnshire.gov.uk">dave.pennington@lincolnshire.gov.uk</a>  Programme Manager, Special Schools Strategy Email: <a href="mailto:eileen.mcmorrow@lincolnshire.gov.uk">eileen.mcmorrow@lincolnshire.gov.uk</a>	Swallow Beck and Witham

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